

Fiscal 2009 Business Plan & Annual Budget



**FORT WORTH TRANSPORTATION AUTHORITY
FORT WORTH, TEXAS**



FORT WORTH TRANSPORTATION AUTHORITY

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**FORT WORTH
TRANSPORTATION
AUTHORITY
2009 Board of Directors**



**Robert Parmelee
Chair**



**Mary Volcansek
Vice Chair**



**Gary Havener
Secretary**



Reby Cary



Jeane Grisham



**Robert Jameson
Immediate Past Chair**



Curtis Toombs



Rosa Navejar



Gary Cumbie

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THE FORT WORTH TRANSPORTATION AUTHORITY

2009 BUSINESS PLAN & ANNUAL BUDGET

Letter from the President

October 2008

I am pleased to present the fiscal the 2009 Fort Worth Transportation Authority (The T) Business Plan and Annual Budget. The Plan and Budget are The T's guide and schedule for providing economical and efficient transportation services 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, adopted in 2005, 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 plan for implementing that Strategic Plan.

Business Plan

The Business Plan was developed through a series of meetings during the fiscal year including a Board of Directors retreat and a staff retreat. During those retreats, the Strategic Plan was used along with a list of accomplishments for 2008 to develop our fiscal 2009 goals. The Business Plan focuses on complementing the Budget and fulfilling goals set out in the Strategic Plan.

The goals of this Business Plan address operational issues facing The T and are related to each of the goals identified in the Strategic Plan. The primary organization goal is to increase ridership, both in the short-term through service improvements, marketing and other enhancements and in the long-term through projects relating to developing a regional transit network, more commuter rail corridors and regional cooperation. The T has committed to expanding commuter rail in Tarrant County from Southwest Fort Worth through the City of Grapevine and into DFW Airport. This is a major multi-year project that requires significant staff resources as well as regional cooperation and coordination.

Operating Budget

The fiscal 2009 Annual Budget is balanced and was approved by the Board of Directors on September 18, 2008. The Annual Budget includes the operating budget and the capital budget. The operating budget consists primarily of revenue and expense. Revenue is budgeted at \$98.2 million, which is a 3.2% increase from fiscal 2008. Sales tax and grant revenues are The T's main sources of revenue and represent approximately 49.8% and 26.7%, respectively, of The T's total revenue budget. The fiscal 2009 sales tax was budgeted to increase 3.0% from the fiscal 2008 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 2009 budget also includes revenue from contribution from partners, advertising rental fees and investment earnings.

Operating expenses are budgeted at \$61.2 million, which is an 11.6% from fiscal 2008. Salaries and fringe benefits are The T's largest expense category at \$30.6 million. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A new three-year contract was executed effective October 1, 2006. This contract expires September 30, 2009.

Services type expenses of \$18.8 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 service and certain grant funded programs. Additionally, The T's paratransit service called Mobility Impaired Transportation Service (MITS) contracts approximately 50.0% of its trips. This allows The T to keep the cost per trip less than that provided by MITS employees alone. Contracting MITS service represents an effective way to control the high cost of providing transportation to persons with disabilities.

The largest portion of the other expense categories is fuel and lubricants at \$5.2 million. This expense category increased 28.3% in the fiscal 2009 budget from the fiscal 2008 actual amount. This increase is primarily due to expected increases in bus, MITS and vanpool service and higher natural gas prices. The majority of The T's buses are fueled by compressed natural gas. The T has a series of fixed price natural gas agreements with the Texas General Land Office that will expire on September 30, 2009.

Capital Budget

The T's capital budget for fiscal 2009 is \$102.5 million. The projected capital expenditures for fiscal 2009 are \$26.4 million and The T's share, from local funds, is expected to be \$13.9 million.

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

Sincerely,



Richard L. Ruddell
President/Executive Director



FORT WORTH TRANSPORTATION AUTHORITY

List of Principal Officials

October 1, 2008

Board of Directors

Robert Parmelee, Chair
Mary Volcansek, Vice Chair
Gary Havener, Secretary

Reby Cary
Gary Cumbie
Jeane Grisham
Robert Jameson
Rosa Navejar
Curtis Toombs

Administration

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

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

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Fort Worth Transportation Authority
Texas**

For the Fiscal Year Beginning

October 1, 2007

President

Executive Director

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FORT WORTH TRANSPORTATION AUTHORITY

2009 Business Plan Introduction

Overview

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

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

On November 16, 2006, The T’s Board of Directors adopted the Preliminary Locally Preferred Alternative for Transit Improvements. Grapevine is at the northeast end of the proposed Southwest-to-Northeast Transportation Corridor that begins near Dirks Road, in southwest Fort Worth and runs northeast through downtown Fort Worth, Haltom City, North Richland Hills, Colleyville and Grapevine. The route will turn south ending at The Dallas Fort Worth International Airport. There are nine new stations currently planned for the proposed thirty-seven mile rail line. During fiscal 2009, The T intends to complete work on the Environmental Impact Statement (EIS) for the corridor and submit an application for New Starts federal funding.

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

The T has specific legal authority defined in the State enabling legislation. A nine-member Board of Directors governs it, with eight members appointed by the Fort Worth

City Council and one member appointed by the Tarrant County Commissioners Court. The Board of Directors establishes policies, reviews and adjusts services, develops and maintains a long-range service plan, approves all purchases exceeding \$25,000, and ratifies The T's Operating and Capital Budgets.

The President/Executive Director of The T works directly for the Board of Directors under an employment contract. Approximately 118 employees including senior management and department heads also work for The T, under the direction of the President/Executive Director. Pursuant to a contractual agreement, McDonald Transit Associates, Inc. manages the operations of The T's public transit bus system including the following departments:

- Bus operations
- MITS operations
- MITS Vehicle Maintenance
- Maintenance Vehicle

Service Area

The The T's service area includes the cities of Fort Worth, Richland Hills and Blue Mound, all located in Tarrant County, in north-central Texas. The area encompasses 322 square miles and excludes Grapevine. Tarrant County led all counties, in Texas during 2008 by adding 35,000 persons, pushing the county's total population to 1,780,150.

Fort Worth is 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 702,850 people by the end of 2008. Fort Worth and all of Tarrant County is a culturally diverse community. Some of the largest Tarrant County employers are: Lockheed Martin Aeronautics, American Airlines and the Naval Air Station / Joint reserve Base (NAS/JRB).



View from 7th Street in the 70's

The T also provides commuter rail service to the area through its joint venture with DART. The Trinity Railway Express (TRE) commuter rail service between downtown Fort Worth and downtown Dallas provides several park and ride facilities along the heavily traveled highway 183/121 corridor from Fort Worth to Dallas, and extends The T's services to many customers who do not live in the service areas of public transportation authorities.

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

[Barnett Shale Update](#)

Several years ago a geological formation of economic significance called the Barnett Shale was discovered. Experts have suggested that the Barnett Shale may be the largest onshore natural gas field in the United States. It was named after John W. Barnett, a local settler during the late 19th century, where he named a local stream the Barnett Stream.

As of 2007, recent advances in the technology of horizontal drilling have opened up the potential of the Barnett Shale as a major supplier of natural gas. Horizontal drilling has changed the way oil and gas drilling is done. It allows producers to drill horizontally beneath neighborhoods, schools and airports. Since much of the gas in the Barnett Shale is lodged beneath the City of Fort Worth, this new drilling technology has created a boom for the city.

By 2006, the Barnett Shale was responsible for 55,385 permanent jobs and contributed \$491 million in revenues to the state of Texas, and \$228 million in revenues to local government. Economic projections indicate that by 2015, the Barnett Shale may be responsible for more than 108,000 jobs.

Facilities

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

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

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

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



Original T facility at 1600 E. Lancaster



Current Facility 2008

A 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.
- **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.



Subway moved into the ITC in 2008.

- **Richland Hills Station** at Handley-Ederville Road and Highway 121;
- **Hurst/Bell Station** at Bell Spur off Highway 10 across from Bell Helicopter; and

- **CentrePort/DFW Airport Station** off Highway 360 just south of Dallas/Fort Worth (DFW) Airport. This station has an expanded parking lot and shuttle service to DFW Airport. Completion of the CentrePort Station Improvements and Double Tracking was completed in October 2008.



Highlights of (2008)

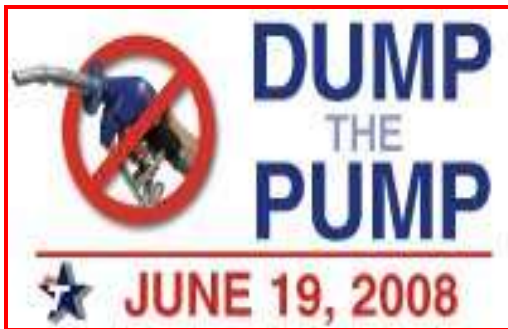


Ride the T for a can on July 24, 2008

Riding the bus in Fort Worth and Richland Hills only cost a can or box of food on Thursday, July 24. The T hosted its annual “*Ride for a Can Day*”. Passengers carried thousands of cans onto buses during this annual event. Transit riders donated enough food for 3,000 meals, which benefited the Tarrant Area Food Bank.

The T Wins National Ridership Growth Award on March 10, 2008

The T was presented with the “*Success in Enhancing Ridership Award*” for the 2nd consecutive year. This award was for implementing innovative, practical ways to boost the number of riders, using techniques with the potential to be successfully implemented by other transit systems.



Dump the Pump on June 19, 2008

Sponsored by the American Public Transportation Association (APTA). The 2008 “*National Dump the Pump Day*” is a day that encourages people to ride public transportation to save money, conserve gasoline and help reduce greenhouse gases.

Looking Ahead to (2009)



The T's Silver Anniversary

November 8th, 2008 will be "The T's Silver Anniversary". Ridership was 5.2 million in 1983 and has increased to nearly 9 million annual passenger trips. Transportation modes have expanded from fixed route bus to vanpools, commuter rail and other transit service partnerships.

Special Events

Joint marketing and coordination of special events, such as:

- ❖ Texas Motor Speedway Shuttle
- ❖ Holiday Lights Tour
- ❖ Stock Show Shuttle
- ❖ Zoo Trolley
- ❖ Main Street Arts Festival

Service Updates

Year-to-date bus ridership through August 30, 2008 was 5,788,365, which is an increase of 102,162 passenger trips or 1.8% increase over the same period in fiscal 2007. Express Service increased 10.5% or 14,546 trips over 2007. TRE ridership has also increased passenger trips 11.3% over 2007. Vanpool service has increased 15.5% or 79,524 trips over fiscal 2007. Recent increases in fuel prices have brought more choice riders to public transportation.

On September 2, 2008, The T started express service from two different locations in Arlington, Texas to downtown Fort Worth. The Park & Ride service is offered from two different locations: The Lamar Boulevard Park & Ride Lot at I-30 and Cooper/Lamar and the South Park & Ride at I20 and Park Springs Boulevard. The commuter program offers three morning peak-period trips to Fort Worth and three evening peak-period return trips back.

This service is a pilot program scheduled for at least one year. This program was made possible through a partnership with the City of Arlington and a \$75,000 grant from the *Sue Pope Fund*. The Sue Pope Fund North Texas Pollution Reduction Program is a project of Downwinders at Risk, is dedicated to funding projects to reduce ozone emissions in north Texas.

The T will implement minor service changes with routes connecting to TRE. The stations involved will be the ITC, Richland Hills and CentrePort Stations. These changes were effective October 6, 2008.

Grant Funded Programs

The T currently has five granted funded programs. These programs are:

- **The Vanpool Program**, which is open to anyone whose trip begins or ends in The T service area. This program is funded through a federal grant with a local match from The T. In addition, program fees are charged to offset a portion of the program's operating costs;
- **The North East Transportation Services (NETS)** provides rides for the elderly or disabled within the seven-city area (Bedford, Euless, Grapevine, Hurst, Keller, North Richland Hills and Watauga). The T oversees the operation and the American Red Cross is the provider;
- **Tarrant County Transportation Services (TCTS)** provides rides for the elderly or disabled. This service is for residents within Tarrant County, but outside The T service area. The American Red Cross is the provider and The T oversees the operation;
- **Regional Transportation Demand Management (RTDM)** is a program designed to encourage employers to manage their employees' commutes by purchasing E-Passes for their employees; and
- **Northeast Tarrant County Job Access** funds were made available to The T through the 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.

The Grant Administration Department at The T is responsible for approximately 35% of the overall funding for our operations. Federal funding through grant administration finances a variety of projects which range anywhere from our vanpool program to the construction projects for the Trinity Railway Express.

With the current transportation bill expiring soon and with a new President coming into office, the grants department looks forward with great anticipation to the new legislation. Due to the current high gasoline prices, the need for public transit funding has never been greater. Specifically, some of the projects currently being funded by grants include:

- The procurement of replacement and expansion buses.
- Bus shelter construction.
- A portion of the conceptual design cost for the Southwest to Northwest Corridor, which will be commuter rail connecting Southwest Fort Worth to Grapevine and DFW Airport.
- Acquisition of land and the construction of park and rides throughout Fort Worth.
- Safety cameras on all our buses.
- Purchase of rail bi-level coaches.

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

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 nine stations on a regular schedule and one additional station during special events. The corridor 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.

Year-to-date ridership through August 2008 has increased 103,738 passenger trips or 11.3%. Average weekday ridership for the same time period has increased 9.3% to just less than 9,700 passenger trips daily. Average Saturday ridership has spiked in the past four months. Average Saturday ridership for August 2008 was 5,181 passenger trips, an increase of 14.7% over August 2007.

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

Herzog Transit Services Inc. dispatches the route, provides the train and engine crews and maintains the passenger equipments under an operating contract. Herzog Construction Inc. Maintains grade crossing warning systems and railroad traffic control) and the rail infrastructure, both track and structures. Four freight railroads use the tracks under trackage rights agreements. The railroads are: BNSF Railway, Union Pacific, Fort Worth and Western Railroad and Dallas, Garland and Northern. The railroads pay TRE based on a per car mile fee (one car moved one mile). The freight revenues are used to offset the track and signal maintenance costs. TRE also receives revenue from leases of the right of way. The freight revenues and leases generated approximately \$2.8 million last year. The leases of gas wells on the property generate additional revenues. There are currently three leases approved; however, only one well is on-line at this time. The well produced approximately \$235,000 in revenue; this number is expected to increase as more wells are bought on line.

TRE purchased 13 Rail Diesel Cars from Via Rail Canada in 1993. The cars were completely refurbished by AMF Transport. These are diesel-mechanical self-powered passenger coaches that are operated in three or four car train sets.

Additions to the fleet include 6 locomotives and 11 refurbished bi-level coaches, which were purchased from Canada's GO Transit, and are supplemented by 10 cab cars.

As TRE service expanded westward to Fort Worth, equipment more appropriate for the longer trip lengths was acquired. First to be acquired were additional locomotive hauled push pull train sets. These include 4 refurbished F-59 locomotives and 12 bi-level cars from Toronto Canada's GO Transit, 2 new F-59 PHI locomotives and 5 bi-level cars. Three new bi-level cab cars and one new bi-level coach were delivered and commissioned in September 2007.

Service is offered from 6:00 a.m. to 10:00 p.m. Monday - Friday. Peak headways are as little as 19 minutes, with headways for off-peak trains varying between 54 and 84 minutes. On Saturdays, trains operate on a 90-minute headway from 8:25 a.m. to 11:35 p.m. Sunday service is not offered at this time.

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

Special event service to Victory Station is offered for major events (e.g. Mavericks basketball and stars hockey) via added station stops on regularly scheduled trains and dedicated trains scheduled to depart 20 minutes after the event.



FORT WORTH TRANSPORTATION AUTHORITY 2009 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)

1. **Enhance Public Transportation**
 - Effectively improve coverage, frequency, and service span
 - Simplify and improve information and fares
 - Increase security at stops, on buses and trains
2. **Expand Transit Options for Regional Travelers**
 - Build and operate new regional rail corridors
 - Serve the greater regional area
 - Compete more with the private automobile
3. **Create a More Seamless Regional Transit System**
 - Improve multi-modal regional planning
 - Increase regional collaboration and coordination, including regional information
 - Integrate region-wide transit modes
4. **Provide Rapid Travel Options**
 - Reduce travel time on existing TRE regional rail service (such as express trains)
 - Create new higher speed/capacity service, such as regional rail or Bus Rapid Transit (BRT) along priority corridors
 - Implement Intelligent Transportation (ITS) technologies to speed bus travel.
5. **Support the Sustainable Development of the region**
 - Promote Transit Oriented Development (TOD)
 - Improve air quality and energy efficiency
 - Increase attractiveness and cleanliness of transportation corridors
 - Reduce cost of travel
6. **Improve the Perception of Public Transportation**
 - Position public transit as an attractive and desirable mode

- Increase knowledge of the relationship between transit and economic development
- Enhance the professional image of The T

The T's Strategic Plan was adopted October 2005. The theme of what was told to us by the community is reflective in our goals. Our message is ***"We are committed to making public transportation faster, and more frequent, available and comfortable."***

Using The T's mission statement as its foundation, the Strategic Plan was developed to address both ***short-term*** and ***long-term issues*** identified through a public involvement program. Action plans developed in conjunction with The T's staff leadership, seek to balance available resources with the level of service identified as needed by the public. In 2009 the goals will be updated, as many items have already been completed.

The 2008 Executive Retreat was held in June. Issues were discussed such as ongoing legislation, future bus and rail activity and staffing issues.

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

The following is a list of The T's Short Term Goals for Fiscal 2009:

- Increase The T's system wide ridership 6%.
- Ensure operational cost effectiveness through accountability, performance measurements and use of new technology.
- Continue Customer Service Initiative for external and internal customers.
- Maintain perception of public transportation and The T's image in the community.
- Support efforts of rail - North Texas Funding.
- Develop a one year plan to update The T's Strategic Plan.
- Completion of major capital projects in fiscal 2009 on time and under budget.
- Increase recovery ratio system wide by 3% to 13%.

Increasing ridership remains our number one goal:

More choice riders are utilizing public transportation due to the increase in fuel prices:

1. Express Bus Service has increased 10.5% over FY07.
2. TRE Commuter Rail is up 11.3% from last year.
3. Vanpool has increased 15.5% over FY07.

System- wide ridership has increased 4.3% from FY07.

During July 2008, The T received (5) new buses for service expansion. These vehicles will be used to operate commuter bus service from two existing Park & Ride locations in Arlington. This program is a partnership between The T and the City of Arlington and a grant for \$75,000 from the Sue Pope Fund. This new service will begin September 2, 2008 and will offer three peak-period morning and three peak-period evening trips. Although, the City of Arlington is not a member city, we are trying to develop new partnerships through innovative means.

The remaining new replacement buses will be delivered by September 30, 2008.

Major Capital Projects for fiscal 2009:

The following is a partial list of projects, some already underway and others new for 2009, which we hope to complete this fiscal year:

- Completion of CentrePort Improvements.
- Richland Hills Siding Improvements & Double Tracking.
- Energy Efficiency Upgrades.
- New Fitness Center.
- TRE Train Set.
- FY09 Bus Procurement.
- Intelligent Transportation System.
- Downtown Passenger Shelters.
- ADA Accessible Bus Stops.
- Sierra Vista Transit Plaza.
- Development of a Comprehensive Security Plan.
- Records Management System.
- Celebration of the 25th Anniversary of The T (event).
- Land Acquisition and Planning for a North Fort Worth Park and Ride.
- TRE Capital Maintenance – FY09.
- Bi-level Rolling Stock Procurement.
- Ticket Vending Machine (TVM) Procurement.
- Enhanced Bus Corridor includes (Signal Prioritization)
- ITS Communication System.
- Far North Fort Worth Park & Ride.



FORTH WORTH TRANSPORTATION AUTHORITY

2009 BUSINESS PLAN

Fiscal 2008 Accomplishments

The following is a list of accomplishments achieved by The T during 2008. 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 2009 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 next year and beyond.

Completion of Major Capital Projects in 2008:

Several of the following major projects were either completed or started during fiscal 2008:

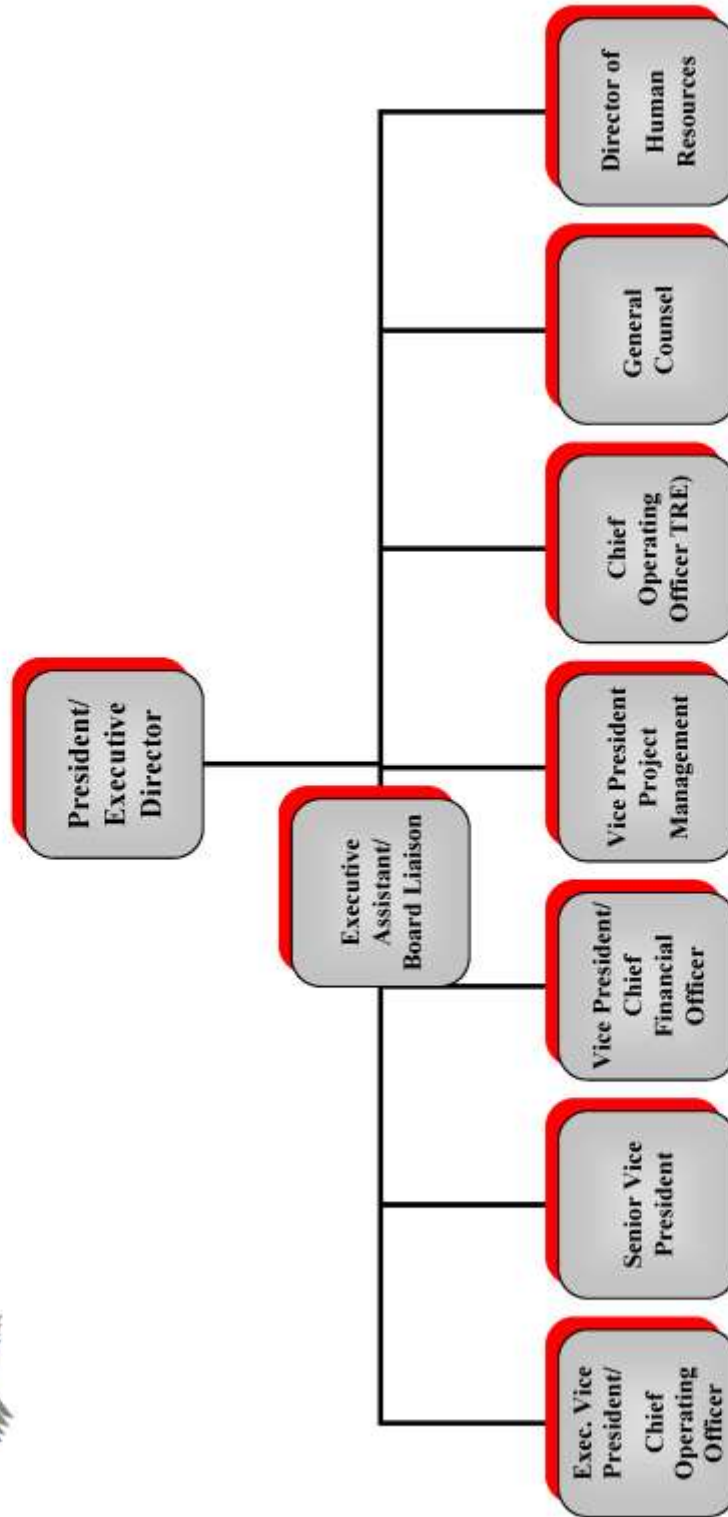
- The CentrePort Improvements project will be completed in late summer of 2008.
- Replacement of Wilson II CNG Unit.
- Purchase of Land for the Southwest Park & Ride.
- Auxiliary Storage Facility.

2008 Major Accomplishments

- The T wins national ridership growth award for 2nd consecutive year.
- Signing bonus for gas leases.
- APTA National Customer Service Award for the 2nd consecutive year.
- New more professional uniforms.
- Contract for a restaurant at the ITC was signed.
- Purchased new buses for FY08.
- Rail Environmental Impact Study completed in August 2008.
- Four new (TRE) rail cars.
- Spanish handbook for Customer Services Representatives.
- Community Service (Holiday Lights Tour, Victory Express, Meals on Wheels).



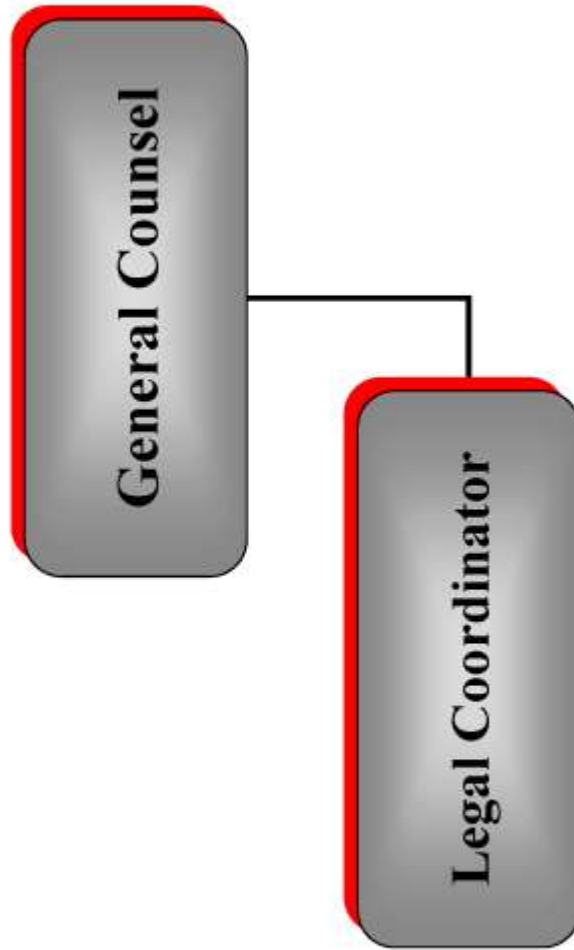
Senior Staff



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Legal



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Departmental Summary

Department

Legal

Department Number

0110

Department Summary of Purpose and Goals

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

Measurable Goals and Objectives

	<i>FY 2008 YTD 06/30/08</i>	<i>FY 2009 Budget</i>
I will negotiate, draft and review contracts, leases, formal agreements and other legal instruments, research and provide legal opinions, select and manage relations with outside counsel, other agency counsel, and ensure The T's operations and Board meetings are conducted in compliance with all relevant statutes.		
As future park-and-ride locations are identified throughout the county by the Planning Department, draft and execute the land purchase contract documents.		
As additional SW-NE commuter rail station, platform and park-and-ride locations are identified; negotiate for the acquisition of specific parcels of real estate. Negotiate and draft agreements for trackage rights on specific railroads.		



The T 2009 Business Plan Legal Department

As General Counsel for The T, my goal is to protect The T's legal interest and maintain its operations within the scope established by applicable laws.

Organizational Goal: **CONTINUE CUSTOMER SERVICE INITIATIVE**

Departmental Goal: **Complete Crucial Confrontations Training provided by Human Resources Department by September 30, 2009.**

Departmental Project: Have Legal Coordinator complete listening to the CD and reading the materials by September 30, 2009.

Organizational Goal: **INCREASE THE T'S SYSTEM WIDE RIDERSHIP**

Department Goal: **Continue property acquisition and negotiate trackage rights agreements along SW-NE Commuter Rail Corridor; identify and acquire park-and-ride lots by September 30, 2009.**

Departmental Projects: As station, platform and park-and-ride locations are identified, negotiate for the acquisition (lease, dedication or purchase) of specific parcels of real estate. Negotiate and draft agreements for trackage rights on specific railroads.

Negotiate with the City of Arlington for expanded service in their city; monitor pilot park-and-ride express bus service to generate new riders.

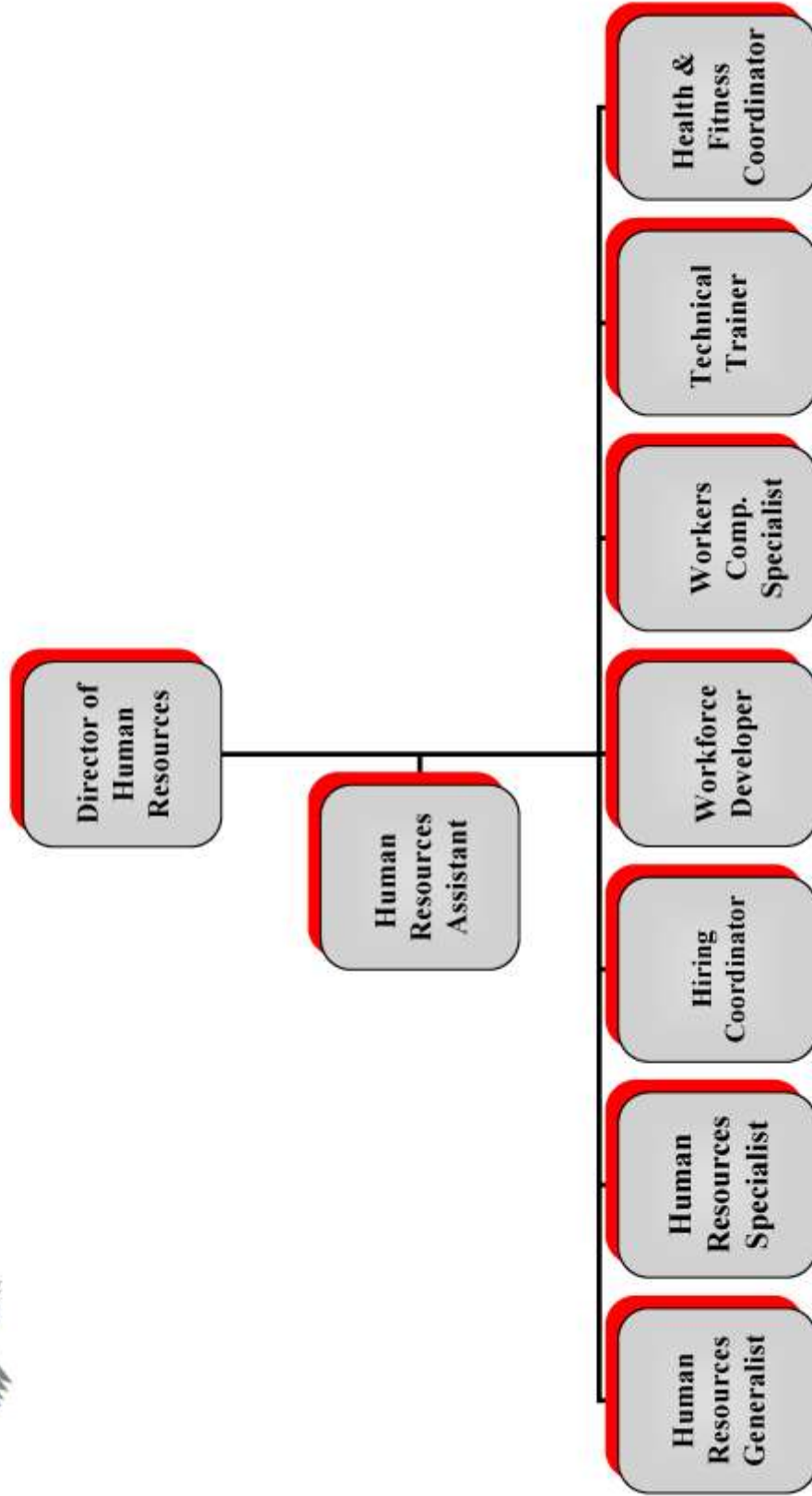
Organizational Goal: **MAINTAIN PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY**

Department Goal: **Commit to performing ride checks on assigned bus routes and on TRE; represent The T in civic and community events.**

Departmental Projects: Quarterly ride check reports, as assigned; attend Central Area Council Chamber meetings; continue Meals on Wheels; continue Junior Achievement; attend Downtown Fort Worth, Inc. meetings.



Human Resources



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Departmental Summary

Department

Human Resources

**Department
Number**

0140

Department Summary of Purpose and Goals

The Human Resources Department is an internal service oriented team, which assists in the development, implementation and investigation of employee benefit issues that enhance the ability of the employee to better perform their individual assignments. The HR Team implements federal, state and local policies that affect the status of all employees and internal programs to assist (workers compensation, FLMA, FSLA, EEO/AA, State Wage and Hour. Unemployment, Healthcare and other benefits, HIPAA, FTA Drug and Alcohol requirements, confidentiality, disciplinary action, ADA, Training, EAP, 401K/457b savings plans, employee wellness programs and pre-employment testing).

Measurable Goals and Objectives

	<i>FY08 YTD 6/30/08</i>	<i>FY 2009 Budget</i>
Administer the Drug and Alcohol Program in accordance with the FTA Guidelines and to submit the FTA-MIS drug and alcohol report by the deadline.	Submitted results by Feb 2008 deadline	Be compliant for Feb 2009 deadline
Coordinate Annual Benefits Enrollment	Held Benefits Fair Nov 2, 2007	Hold Benefits Fair Oct 31, 2008
Compile and review EMP (PEP) Midyears and Annuals by deadline. Ensure annual review of compensation is completed and compare with HAY recommendations	All Midyears and Annuals were completed by the timeline for FY08	Compile Hay Analysis and have all midyears and annuals completed by deadlines

All employees complete refresher training and integrate bilingual training as a module.	N/A.	Completion is set for December 2009.
Utilize 2008 Capital Budget to build new Fitness Center.	Project is pending based on Consultant Estimates	Completion FY09
Online Benefits Enrollment	Secured Vendor	Train and educate all employees for online enrollment November 2008
Implement a Wellness Program Company wide	N/A	Secure vendor and implement Fall 2008 for next 30 months



The T 2009 Business Plan Human Resources

Responsible for hiring personnel, addressing personnel training personnel and employee benefits related issues, and processing of all workers comp and unemployment claims.

Organizational Goal: **INCREASE THE T'S SYSTEM WIDE RIDERSHIP
6%**

Departmental Goal: **Have a complete profile built for all positions at The T in order to select new hires that exhibit excellent customer service skills.**

Departmental Project: Work with all department heads and hiring supervisors to create profiles on all positions for more effective hires that possess customer service skills.

Responsibility: Terri Moore, and Donnetta Chance

Completion Date: Ongoing through FY09

Coordinating Departments: All Departments

Departmental Goal: **Track and hire a diverse workforce to reflect our ridership needs.**

Departmental Project: Support each department in hiring prospective employees.

Responsibility: HR coordinating with All Supervisors

Completion Date: FY09

Coordinating Departments: Department heads and Hiring Supervisors

Organizational Goal: **ENSURE OPERATIONAL COST EFFECTIVENESS
THROUGH ACCOUNTABILITY, PERFORMANCE
MEASUREMENTS AND USE OF NEW
TECHNOLOGY**

Departmental Goal: **Implement a Wellness Initiative to reduce The T's overall Healthcare Costs.**

Departmental Project: Hire a consultant to assist in our efforts to promote healthier lifestyles and help employees become more consumers of their health.

Responsible: HR/Health and Fitness Coordinator

Coordinating Departments: CFO/ Consultant

Completion Date: FY09

Departmental Goal: **Continue to reduce 401K audit findings.**

Departmental Project: Implement new administrative procedures from our new provider to enhance member service to our employees.

Completion Date: Ongoing.

Responsibility: HR, Accounting/Finance

Organizational Goal: **CONTINUE CUSTOMER SERVICE INITIATIVE FOR EXTERNAL AND INTERNAL CUSTOMERS**

Departmental Goal: Create professional development opportunities for all employees to enhance performance.

Departmental Project: Schedule all employees to attend refresher training during calendar year 2009.

Responsibility: HR

Completion Date: December 31, 2009

Departmental Goal: **Implementing bilingual training initiatives during refresher training.**

Departmental Project: Provide bilingual phrase cards to drivers in addition to the refresher training for employees.

Responsibility: HR and CSI Steering Committee

Completion Date: December 31, 2009

Organizational Goal: **MAINTAIN PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY**

Departmental Goal: **Visibility in the community during FY09.**

Departmental Projects: HR will continue to participate in quarterly ride checks.
 Actively support and participate in company -sponsored events.
 Continue to promote the T through community activities and professional associations.

Responsible: HR Staff.

Organizational Goal: **SUPPORTS EFFORTS OF RAIL NORTH TEXAS FUNDING**

Departmental Goal: **Support all company wide efforts of Rail North Texas Funding.**

Departmental Projects: Provide workforce planning and staffing needs for projects.

Responsibility: HR

Coordinating Dept: Planning

Departmental Goal: **HR Staff will become educated on rail planning funding efforts and become advocates for transit in the community in obtaining funding for mobility improvements in the region.**

Responsibility: HR

Coordinating Dept: Government Relations

Organizational Goal: **COMPLETION OF MAJOR PROJECTS IN FISCAL YEAR 2009 ON TIME AND UNDER BUDGET**

Departmental Goal: **Completion of a new fitness center by end of 2009.**

Departmental Project: Coordination of all project aspects from design through construction.

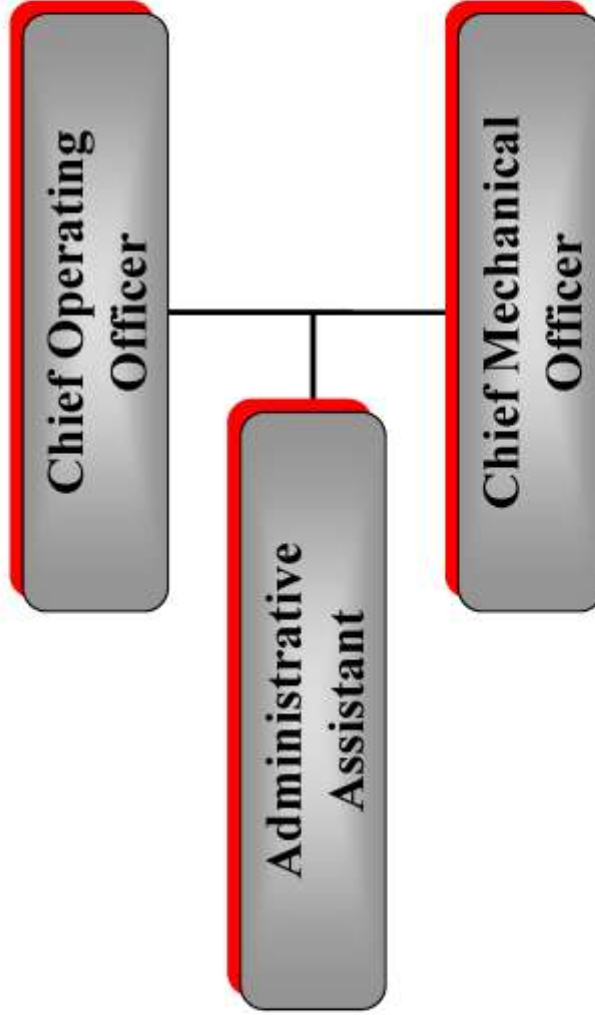
Responsibility: Michael Whitmarsh, Procurement Department, and Ken Frost

Completion Date: December 31, 2009

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Trinity Railway Express (TRE)



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Departmental Summary

Department

TRE

Department Number

0301

Department Summary of Purpose and Goals

To provide passenger rail service between the cities of Fort Worth and Dallas. This includes regular commuter passenger service and special event service to the American Airlines Center. To continue to make track improvements that will allow more frequent service in Tarrant County and possibly express, limited stop service. Rehabilitate equipment and acquire fleet expansion locomotives and coaches to meet demand.

Measurable Goals and Objectives

	<i>FY08 YTD 6/30/08</i>	<i>FY 2009 Budget</i>
Subsidy per Passenger.	\$3.17	\$3.50
Passengers per Hour.	132.44	135.00
Passengers per Mile.	6.21	6.25
On-Time Performance.	97.0%	98.0%



The T 2009 Business Plan Trinity Railway Express Operation

*Provides passenger rail service from downtown
Fort Worth to downtown Dallas*

- Organizational Goal:** **INCREASE THE T's SYSTEMWIDE RIDERSHIP
6%**
- Departmental Goal:** **Contractor to continue to provide comfortable, reliable on time service to the TRE Customers. Retain 70% of new ridership as fuel prices drop.**
- Departmental Project:** On-going oversight of Herzog Transit Systems Inc, (HTSI) Management regarding equipment condition, cleanliness, and on time performance of the railroad. Continue customer courtesy training of HTSI employees and maintaining disciplined announcement protocols. Continue to respond to all customer inquiries regarding TRE in a timely manner.
- Measurement:** Increase ridership by 6%.
- Organizational Goal:** **ENSURE OPERATIONAL COST
EFFECTIVENESS THROUGH
ACCOUNTABILITY AND PERFORMANCE
MONITORING**
- Departmental Goal:** **Provide accurate data to the accounting department.**
- Departmental Project:** Provide TRE daily ridership, equipment miles and hours of service.
- Measurement:** No changes to information provided to the accounting department.
- Organizational Goal:** **CONTINUE CUSTOMER SERVICE INITIATIVE
FOR EXTERNAL AND INTERNAL CUSTOMERS**
- Departmental Goal:** **Continue working to meet the goals outlined in the customer service initiative.**
- Departmental Projects:** All staff will participate in customer service training sessions during fiscal 2009.

Incorporate the customer service initiative into day-to-day interactions with internal and external customers.

Respond to all customer inquiries and complaints within two business days.

Interface with T staff, DART staff and HTSI staff as appropriate to handle TRE customer complaints.

Continue to look for new ways to meet the needs of the TRE customers.

Measurement: No complaints from TRE customers regarding lack of timely response to inquiries and complaints.

Organizational Goal: [IMPROVE THE PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY](#)

Departmental Goal: **Participate in TRE activities to positively promote TRE's image.**

Departmental Project: Conduct meet the management sessions at TRE stations.

Ride on TRE on at least a monthly basis and interact with passengers.

Measurements: Monthly ride check reports
Meet the management sessions held.

Departmental Goal: **Reduce TRE running times to under one hour from Ft. Worth to Dallas.**

Departmental Projects: Increase Maximum Authorized Speed to 79 MPH.

Implement a program of aggressive train handling and shorter station dwell times to reduce end-to-end times of the TRE to less than one hour (60 minutes).

Measurement Decrease running times from T&P to Union Station starting September 2009 to less than 60 minutes.

Departmental Goal: **Complete replacement of seats on Bi-level 1 equipment.**

Departmental Project: Replace seat cushions in remaining 16 Bi-level cars.

Measurement: Replace seats in remaining 16 cars.

Departmental Goal: **Mid-life Overhaul of 4 F-59PH locomotives.**
Departmental Project: Mid-life overhaul of the four F-59 PH locomotives the TRE acquired from GO Transit in 2000 to new condition.
Measurement: Four (4) F-59 PH Locomotives overhauled.

Departmental Goal: **Rehabilitation of Bi-Level Coaches**
Departmental Project: Initiate rehabilitation project for 12 bi-level coaches acquired from GO Transit and rehabilitated by Amtrak in 2001. Convert two oldest cab cars into coaches by removing restrooms and adding seats.
Measurement: Six (6) bi-level cars rehabilitated.

Organizational Goal: **SUPPORT EFFORTS OF RAIL NORTH TEXAS FUNDING**

Departmental Goal: **Provide technical assistance and input toward efforts for funding new commuter rail services in T service area and adjoining counties.**
Departmental Project: Provide T and NCTCOG project teams with necessary information to advance commuter rail studies in Tarrant County and adjoining counties.
Measurement: No project delays caused by TRE staff. Project design provides for safe, cost effective passenger operations.

Organizational Goal: **SUPPORT EFFORTS TO CREATE A REGIONAL TRANSIT SYSTEM**

Departmental Goal: **Provide technical assistance and input toward efforts for the new SW2NE Corridor commuter rail service.**
Departmental Project: Provide T project team with necessary information to advance service on the SW2NE Corridor line from southwest Fort Worth to DFW Airport.
Measurement: No project delays caused by TRE staff. Project design provides for safe, cost effective passenger operations.

Departmental Goal: Provide technical assistance and input toward efforts for new fixed route, Light Rail and shuttle services connecting with the TRE.

Departmental Project: Provide T, DART and NCTCOG project teams with necessary information to advance fixed route and feeder shuttle service studies to TRE stations.

Measurement: No project delays caused by TRE staff. Project design provides for regionally integrated passenger operations that are safe and encourage efficient operations.

Organizational Goal: [DEVELOP ONE YEAR PLAN TO UPDATE THE T'S STRATEGIC PLAN](#)

Departmental Goal: Provide technical assistance and input toward efforts for updating The T's Strategic Plan.

Departmental Project: Provide T project team with necessary information to update the Strategic Plan, including proposed enhancements to the existing Dallas to T&P service and operations planning for new services.

Measurement: No project delays caused by TRE staff. Project design provides for safe, cost effective passenger operations.

Organizational Goal: [COMPLETION OF MAJOR FY09 CAPITAL PROJECTS ON TIME AND UNDER BUDGET](#)

Departmental Goal: Participate in TRE capital projects as required and assist with the development of technical requirements.

Departmental Project: Provide T Project Management with technical support and operating information as needed for TRE capital projects.

Measurement: Major capital projects are completed according to established schedule with minimal or no disruption to TRE services. Capital projects result in a safe and cost effective passenger rail operation.

Organizational Goal: [INCREASE RECOVERY RATIO SYSTEM WIDE BY 3% TO 13%](#)

Departmental Goal: Operating plan ratio of deadhead train miles to revenue train miles is decreased.

Departmental Project: Review operating plan to minimize deadhead train miles and reduce non-revenue positioning moves.

Measurement: FY09 operating plan ratio of deadhead to revenue train miles is less than FY08 plan ratio of 19.1% deadhead miles to 80.9% revenue miles.

Departmental Goal: Operating plan ratio of deadhead train hours to revenue train hours is decreased.

Departmental Project: Review operating plan to minimize deadhead train hours and reduce time before and after revenue service.

Measurement: FY09 operating plan ratio of deadhead train hours to revenue train hours is less than FY08 plan ratio of 13.1% deadhead train hours to 86.9% revenue train hours.

Departmental Goal: Equipment assigned to trains in an effective manner resulting in close to 100% seating during peak periods.

Departmental Project: Review daily load factors by equipment assignment. Adjust equipment plan as needed to maximize loads without exceeding ILA goal of every passenger having a seat.

Measurement: Car Mile costs do not exceed budgeted amount.

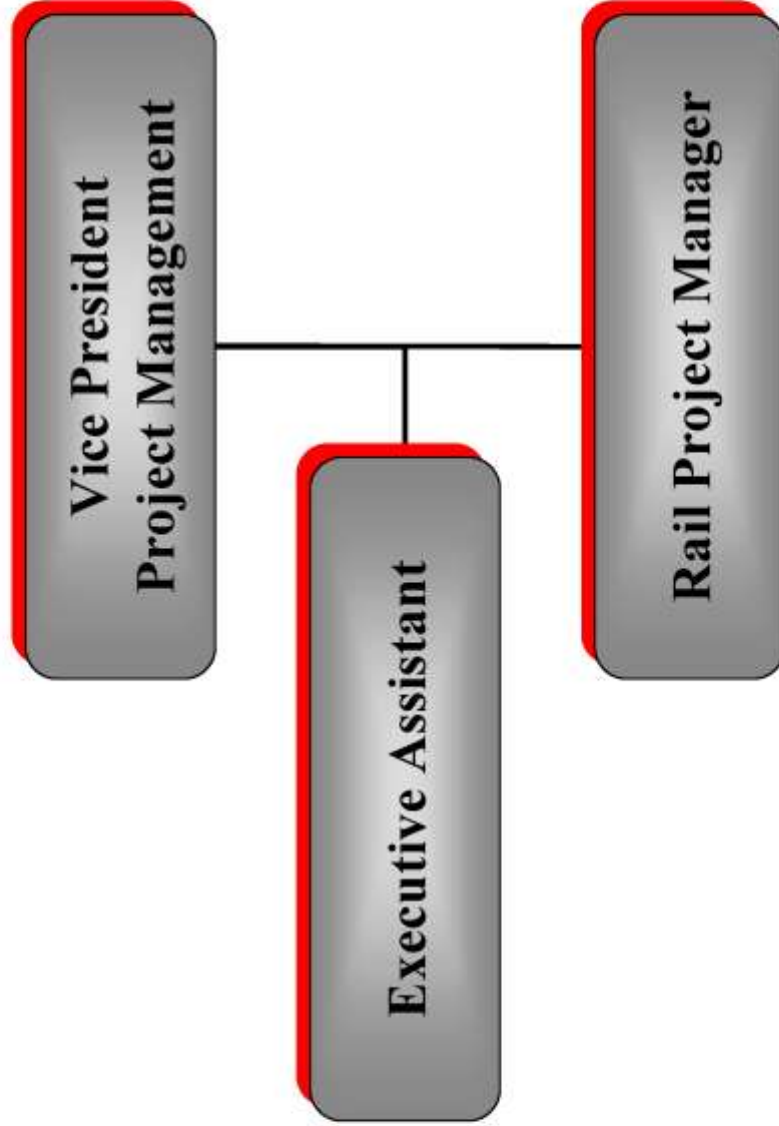
Departmental Goal: Participate in Fare Committee and monitor fare compliance to enhance revenue recovery.

Departmental Project: Provide the Fare Committee with technical support and operating information, as needed for increasing TRE fares. Work with DART, HTSI and Fort Worth Fare Enforcement to enhance revenue recovery.

Measurement: New fares are implemented across the TRE system. Fare evasion rate is reduced to fewer than 2%.



Project Management



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Departmental Summary

Department

Project Management

Department Number

0117

Department Summary of Purpose and Goals

To provide project management service for all capital expenditure related capacity enhancement projects on both bus and Trinity Railway Express facilities. In addition, providing technical resource base for other T departments'

Measurable Goals and Objectives

	<i>FY08 YTD 7/31/08</i>	<i>FY 2009 Budget</i>
CentrePort Improvements and Double Tracking*	\$10,000,000	\$200,000
7 th Street Parking Lot Landscaping & Improvements.	N/A	\$100,000
Additional Restroom Facilities at the ITC	\$191,738	N/A
Auxiliary Storage Facility	\$254,527	N/A
Eules South Main Bridge Repair	N/A	\$3,500,000
Design & Construct Pavement Lowering @ Midway and TRE	\$40,000	N/A
Richland Hills Siding Improvements and Double Tracking	N/A	\$6,500,000
Hurst Bell Station, 80 Parking Spaces	N/A	\$400,000
Fitness Center	N/A	\$800,000
ITC TRE Station Improvements	N/A	\$500,000
Burns Street Re-alignment	N/A	\$1,000,000
*The Projected Total on the CentrePort Project represents final completion activity.		



The T 2009 Business Plan Project Management

Project Management performs a variety of problem solving and technical advice functions.

Organizational Goal: **INCREASE THE T'S SYSTEM WIDE RIDERSHIP 6%**

Departmental Goal: **Investigate every opportunity to increase surface parking at TRE stations.**

Departmental Project: Add parking capacity at Richland Hills and Hurst Bell Stations and provide shuttle transportation to better utilize 300 additional spaces beyond walking distance at CentrePort.

Organizational Goal: **ENSURE OPERATIONAL COST EFFECTIVENESS THROUGH ACCOUNTABILITY AND PERFORMANCE MONITORING**

Departmental Goal: **Review processes and ensure tasks are being completed in the most cost effective manner.**

Departmental Projects: Continuous checking of each invoice submitted from Engineering/Architectural consultants for accuracy at all levels of billing.

Continuous updating of project schedules to ensure project closeout timeliness.

Project Management oversight to stay within the budget that was set.

Organizational Goal: **CONTINUE CUSTOMER SERVICE INITIATIVE FOR EXTERNAL AND INTERNAL CUSTOMERS**

Departmental Goal: **Maintain the Project Management Department's excellent customer service to internal and external customers.**

Departmental Projects: Continue good working relationships with contractors and subcontractors. Hold meetings to discuss project concerns.

During FY2009, consultant invoices will be reviewed and delivered to the Procurement Department for payment in a timely manner. Questions or concerns will be addressed quickly.

Organizational Goal: **IMPROVE PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY**

Departmental Goal: **Visibility in the community during FY09.**

Departmental Projects: Project Management will ride the bus quarterly.

Project Management will participate in outside activities during the year.

Project Management will continue to accept speaking engagements at outside functions and attend various transportation workshops and conferences.

Organizational Goal: **SUPPORT EFFORTS TO CREATE A REGIONAL TRANSIT SYSTEM**

Departmental Goal: **Support all company wide efforts for a regional transit system.**

Departmental Projects: Continue to attend meetings and give professional advice when requested for the Southwest to Northeast Rail Corridor (SW2NE) rail corridor project.

Support the effort to get legislative approval of a sales tax cap exemption.

Organizational Goal: **IMPLEMENTATION OF STRATEGIC PLAN**

Departmental Goal: **Provide technical and professional support to internal and external contacts, consistent with the T's overall goals and objectives.**

Departmental Projects: Continue to attend meetings and give professional advice when requested for the SW2NE rail corridor project.

Continue to provide answers to Grants Department regarding all project contract updates.

Continue to work with Procurement Department on project bids.

Continue to work with City of Fort Worth on various projects, which require input from both parties.

Organizational Goal: **COMPLETION OF MAJOR PROJECTS IN FY09**

Departmental Goal: **Work with consultants and sub-consultants to close out construction projects in a timely manner with the least change orders and efficiency of funding.**

Departmental Project: During construction, continually update the status of current project schedules and funding. This should include the status of projects in progress and their completions dates.

Continue regular construction meetings and daily site visits.

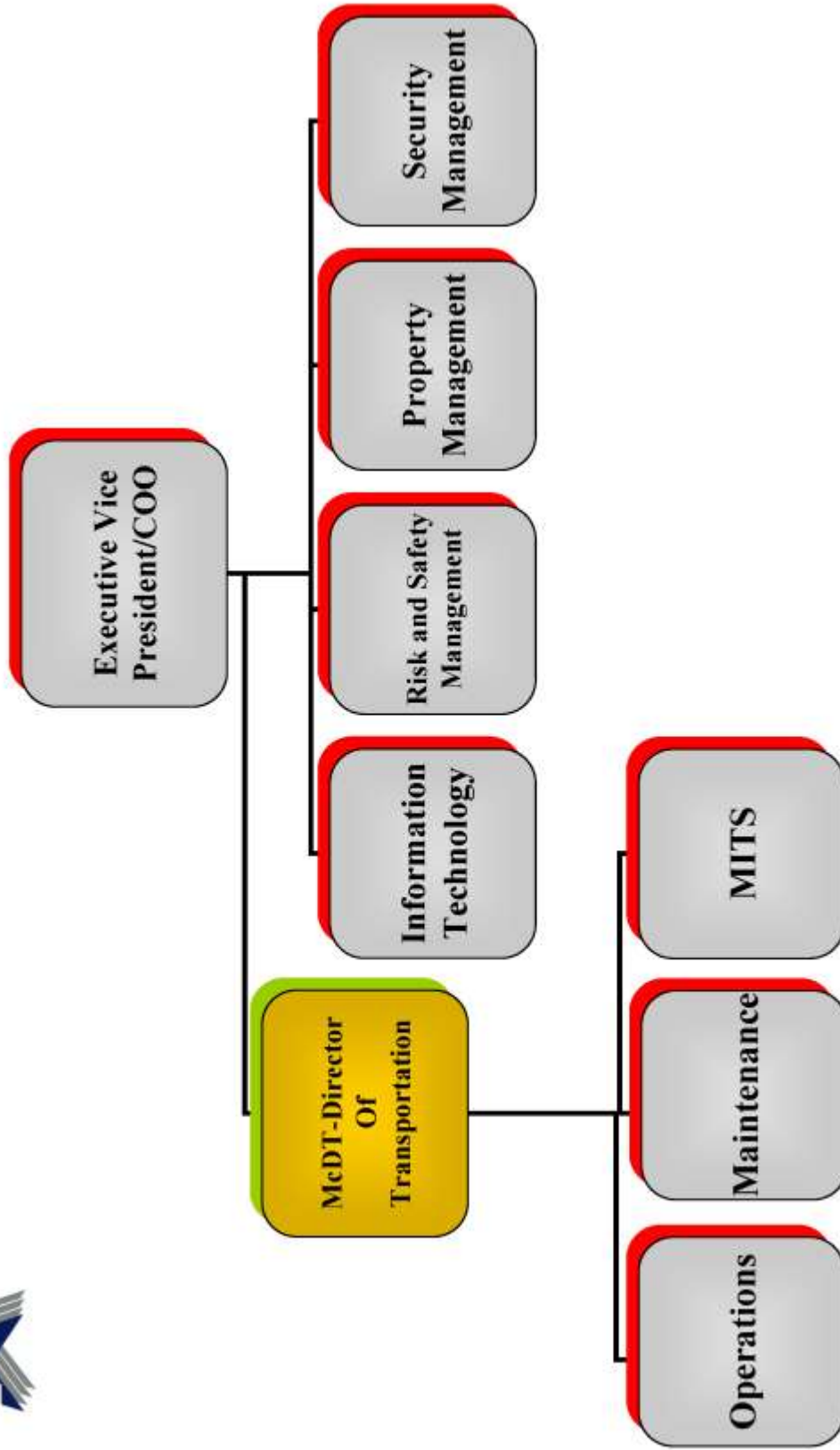
Departmental Goal: **Monitoring Capital Projects and their expenses.**

Departmental Projects: Work with the Budget Analyst as projects are identified to help set-up the projects in the project module. Monitor expenses on a monthly basis. This will help ensure expenditures are coded correctly. As projects are completed, again, work with the Budget Analyst as expenses are capitalized, and projects are closed.

Work with the Budget Department and Grant Department for continuous updates on funding and alert these departments to construction schedule updates



Executive Vice President/COO



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Departmental Summary

Department

Maintenance

Department Number

0170,
2200,2300

Department Summary of Purpose and Goals

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

Measurable Goals and Objectives

	<i>FY08 YTD 06/30/08</i>	<i>FY 2009 Budget</i>
Miles per Road Call- New Flyer Fleet.	10,000	7500
Miles per Road Call- MITS.	4,500	4250
Meet Facilities Maintenance Budget.	\$2.976M	\$3.410M
Meet Revenue Vehicle Maintenance Budget.	\$6.059M	\$7.851M
Meet MITS Maintenance Budget.	\$1.022M	\$1.311M
Complete CSI Refresher Training.	100%	N/A
Upgrade Flxible Buses to Meet CNG Standards.	7 Buses	N/A
Complete scheduled CSI training provided by HR	N/A	100%
Procure buses to meet FY09 replacement/expansion	N/A	Sep 09



The T 2008 Business Plan Maintenance

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: **CONTINUE CUSTOMER SERVICE INITIATIVE FOR EXTERNAL AND INTERNAL CUSTOMERS**

Departmental Goal: **Complete Customer Service Refresher**

Departmental Project: Complete customer service training provided by HR during FY09 to ensure that mechanics and other support personnel are aware of the impact they have on our internal/external customers as they perform their duties in the shop as well as out on the road.

Responsibility: Ron Anderson, Dave Sagan, and Bill Wagner

Measurement: Complete by September 2009

Coordinating Departments: Human Resources

Organizational Goal: **ENSURE OPERATIONAL COST EFFECTIVENESS THROUGH ACCOUNTABILITY, PERMORANCE MEASUREMENTS AND USE OF NEW TECHNOLOGY**

Departmental Goal: **Report Accurate Data**

Departmental Project: Investigate implementation of Bar Coding to improve accuracy and expediency of ellipse tracking system

Responsibility: Dave Sagan, Spencer Davis, and Robbie Holtzinger

Measurement: 100% accuracy

Coordinating Departments: Maintenance, Accounting

Departmental Project: Manage overall facility expenditures to remain within 3% of FY09 Budget

Responsibility: Ron Anderson, Bill Wagner, and Rod Ford

Measurement: Department is within 3% of budget by Sep 2009

Coordinating Departments: Maintenance, Accounting

Departmental Project: Complete 100% of scheduled preventive maintenance inspections.

Responsibility: Maintenance Staff

Measurement: 100% completion on time

Coordinating Departments: Maintenance, Operations

Departmental Project: Maintain miles between road calls bus

Responsibility: Maintenance staff

Measurement: 7,500 miles

Coordinating Departments: Maintenance, Operations

Departmental Project: Maintain miles between roadcalls MITS

Responsibility: Van Shop Maintenance Staff

Measurement: 4,250 miles

Coordinating Departments: Maintenance, MITS

Organizational Goal: [STRATEGIC PLAN](#)

Departmental Goal: Investigate Use of Hybrid/Articulated Vehicles

Departmental Project: Continue to investigate use of Hybrid and or Articulated vehicles with Original Equipment Manufacturers to determine availability of vehicles available to meet the service needs of the T.

Responsibility: Ron Anderson, Edward Thompson

Measurement: March 2009

Coordinating Departments: Operations, Maintenance

Organizational Goal: **COMPLETION OF MAJOR PROJECTS**

Departmental Goal: **Procure appropriate types and numbers of buses necessary to support bus replacement program and MITS fleets.**

Responsibility: Ron Anderson, Ed Thompson

Measurement: Complete by August 2009

Coordinating Departments: Operations, Procurement, and Planning.

Departmental Goal: **Oversee complete installation of CNG canopy at the service station.**

Responsibility: Ross Hardin, Rod Ford, and Bill Wagner

Measurement: Complete by December 2008

Coordinating Department: Maintenance, Procurement

Departmental Goal: **Overhaul spare Caterpillar engine.**

Responsibility: Ross Hardin, Rod Ford

Measurement: Complete by January 2009

Coordinating Department: Maintenance

Departmental Summary

Department	MITA	Department Number	2100- 2300
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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.

Measurable Goals and Objectives

	<i>FY08 YTD 7/31/08</i>	<i>FY 2009 Budget</i>
In-House Trips Per Revenue Hour	2.12	2.15
Preventable Accidents Per 100,000 miles	0.70	0.65
Total On-Time Performance	84.0%	90%
Operator Overtime as a Percentage of Total Hours of Payroll	18%	10%
Total Complaints	102	92
Percentage of Trips Contracted to Private Providers	46%	50%



The T 2009 Business Plan MITS Department

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: **INCREASE THE T'S SYSTEM WIDE RIDERSHIP BY 6%**

Departmental Goal: **The Transit Ambassador Team will evaluate and train new MITS eligible clients to use fixed route bus service.**

Departmental Project: The Transit Ambassadors will increase new client training by 6% to achieve a goal of 68 clients per ambassador for a total of 204 clients and 43 groups for a total of 389 group members.

Evaluate new MITS applicants for ability to ride fixed route bus service (FRBS) and TRE. Provide instruction on the use of FRBS and TRE

Measurement: Achieve goal by September 30, 2009.

Departmental Goal: **Promote the use of free wheelchair fixed route bus service through marketing the MITS + 1 pass program to all MITS eligible passengers to increase MITS + 1 ridership by 6% to achieve a total of 195,750 trips.**

Departmental Project: Promote MITS + 1 pass program through customer and community awareness (i.e. Consumer Awareness Meetings, MITSAC, brochures, etc.) throughout FY09.

Measurement: Achieve 6% increase in MITS+1 ridership by September 30, 2009.

Organizational Goal: **ENSURE OPERATIONAL COST EFFECTIVENESS THROUGH ACCOUNTABILITY AND PERFORMANCE MONITORING-KEY PERFORMANCE INDICATORS**

Departmental Goal: **Reduce Operator Overtime Percentage to 10% of Total Hours of Payroll**

Departmental Project: Work with Human Resources to hire quality MITS Operators every 6 weeks until overtime goal is achieved. Continue to closely monitor overtime.

Measurement: HR schedules interviews and classes every 6 weeks until overtime goal is achieved. MITS staff is available to interview every 6 weeks to hire qualified staff until OT goal is achieved.

Departmental Goal: Contract out at least 50% of MITS trips to private providers.

Departmental Project: Work closely with private providers to ensure maximum volume of MITS trips are contracted out while maintaining the quality of the service throughout FY09.

Measurement: 50% of service is successfully contracted out while maintaining quality of service for customers.

Departmental Goal: Reduce preventable accidents to 0.65 accidents per 100,000 miles of service.

Departmental Project: Conduct accident free safety awareness campaigns for MITS Operators with incentives for accident free months. Provide post accident performance coaching and retraining. Continue Smith System safety training and retraining for operators.

Measurement: Accident goal is achieved by September 30, 2009.

Organizational Goal: CONTINUE CUSTOMER SERVICE INITIATIVE FOR EXTERNAL AND INTERNAL CUSTOMERS

Departmental Goal: Ensure all employees receive opportunities for personal growth and training in Teamwork. All new employees receive customer service training.

Departmental Project: Schedule and ensure that all new employees receive customer service training. Schedule and ensure that all contract drivers receive customer service training through RTAP training. Provide training opportunities for personal growth for staff in areas of need along with Teamwork and Leadership.

Measurement: All new employees and contract drivers receive customer service training. Staff employees participate in Leadership and Teamwork training and have opportunities for personal growth in individual areas of need.

Departmental Goal: **Continue the implementation of performance coaching model.**

Departmental Project: Monitor performance coaching and mentor where needed on an ongoing basis.

Measurement: Reduce driver turnover and customer complaints.

Departmental Goal: **Reduce the percentage of turnover during MITS Operator training.**

Departmental Project: Continue working with HR during the recruiting and interviewing process to communicate what the job in MITS entails to find the best match for the job. Continue the use of the profile-testing tool to hire quality MITS operators.

Measurement: Reduction in turnover during MITS Operator Training

Departmental Goal: **Reduce Customer Service complaints**

Departmental Project: Conduct 30, 60 and 90 day training checks for all new operator hires in coordination with HR. Provide coaching and retraining on all customer service complaints for operators and contract drivers.

Measurement: Reduce Customer Service Complaints by 10% by September 30, 2009.

Organizational Goal: **IMPROVE PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY**

Departmental Goal: **Community involvement to increase awareness of the T**

Departmental Project: Hold MITSAC Meetings Quarterly. Provide Transit Ambassador Travel training as needed. Meet with groups of MITS consumers and community agencies to get feedback and share information.

Measurement Positive Public Image of MITS service in the Community as reported by MITSAC Committee Members and MITS monthly survey cards.

Organizational Goal: **MAJOR CAPITAL PROJECTS IN FISCAL 2009**

Departmental Goal: **Identify Replacement vehicles for MITS fleet**

Departmental Project: Locate replacement vehicle and work with maintenance on specs

Measurement: Specs on the street for a replacement vehicle by September 30, 2009.

Departmental Summary

Department	Operations	Department Number	1100, 1200
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Department Summary of Purpose and Goals

Responsible for daily bus service operation

Measurable Goals and Objectives

	<i>FY08 YTD 07/31/08</i>	<i>FY 2009 Budget</i>
Subsidy per Passenger.	4.08	4.50
Passengers per Hour.	16.17	16.23
Passengers per Mile.	1.48	1.52
Number of Passenger Trips (<i>estimated thru the end of year</i>).	6,111,470	6,251,400
Preventable Accidents per 100,000 miles.	1.81	1.65
On-Time Performance.	96%	99%
Operator Overtime as a Percentage of Total Hours of Payroll.	9.7%	8.0%
Operator Customer Service Re-Training.	100%	100%
Complaints per 100,000 Passenger Trips.	8.0	6.0



The T 2009 Business Plan Fixed Route Bus Operations

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

Organizational Goal: **INCREASE THE T'S SYSTEM WIDE RIDERSHIP 6%**

Departmental Goal: **Increase fixed route bus ridership by 2% over FY2008.**

Departmental Projects: Coordinate with Maintenance and Finance to develop a vehicle replacement plan to ensure vehicle availability for service expansion as well as vehicle utilization to ensure that high capacity routes have larger capacity vehicles.

Look for opportunities to expand awareness of the service and increase ridership. Continue to provide service to Texas Motor Speedway during NASCAR weekends.

Implement service expansion as developed by the Planning Department. Work to develop park and ride express service in FY09.

Organizational Goal: **ENSURE OPERATIONAL COST EFFECTIVENESS THROUGH ACCOUNTABILITY, PERFORMANCE MEASUREMENTS AND USE OF NEW TECHNOLOGY.**

Departmental Projects: Reduce Operator overtime percentage to 8% of total hours of payroll by working closely with Human Resources to hire quality Fix Route Bus Service Operators as required to maintain overtime goals by September 30, 2009.

During fiscal 2009 plan fixed-route bus service which increases annual ridership by 2%. Introducing cost-effective new bus service or adjusting existing service, while maintaining The T's Key Performance Indicators.

Utilize Trapeze and the camera system to ensure proper on-time performance. Maintain on-time overall route performance average of 96% or better.

Reduce preventable accidents by 5% to 0.95 accidents per 100,000 miles of service

Conduct accident free safety awareness campaigns for FRBS Operators. Provide post accident performance coaching and retraining. Continue Smith System safety training and retraining for operators.

Organizational Goal:

CONTINUE CUSTOMER SERVICE INITIATIVE FOR EXTERNAL AND INTERNAL CUSTOMERS

Departmental Goal:

Reduce Customer Service complaints to achieve 6% per 100,000 passenger trips in FY 2009, 2% less than the 8% in 2008.

Department Projects:

Ensure all employees receive Customer Service refresher training.

Schedule and ensure completion of Customer Service refresher training for all employees by September 30, 2009.

Monitor Customer Service Award Program to identify and reward top performers.

Continue the implementation of performance coaching model.

Monitor performance coaching and mentor where needed on an ongoing basis.

Implement Supervisor training program model with HR making changes where needed to enhance and continue professional growth of Supervisors on an ongoing basis.

Conduct thirty, sixty and ninety day training checks for all new operator hires in coordination with HR.

Provide coaching and retraining on all customer service complaints for operators.

Employ secret-shoppers (two checkers) from an outside source quarterly to identify problem areas, and implement a program to correct these issues. Coach and retrain all operators identified by secret-shopper reports that are not following proper procedures.

Organizational Goal: **MAINTAIN PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY**

Departmental Projects: Continue to enforce dress codes for operators and staff. Make contact immediately after receiving a customer complaint, and strive to rectify the situation to the satisfaction of all parties within 72 hours.

Participate in community organizations such as Meals on Wheels, Big Brothers and Big Sisters, mentoring, and other community activities. Meet with groups of FRBS consumers and community agencies to get feedback and share information.

Coordinate with Maintenance to maintain the cleanliness and reliability of the FRBS fleet.

Work with other agencies to make bus stops ADA accessible. Change city codes and work with other agencies to improve sidewalk accessibility for Paratransit passengers, through New Freedom grant funding.

Organizational Goal: **COMPLETION OF MAJOR PROJECTS IN FY09 ON TIME AND UNDER BUDGET**

Departmental Projects: Complete the installation of the camera and ITS system in the Fix Route Bus Service revenue vehicles.

Work with Maintenance and MITS to identify the future replacement for the MITS Orion fleet

Investigate the use of Hybrid buses in the T's fleet.

Coordinate the procurement of replacement and extension vehicles by the end of FY09.

Organizational Goal: **INCREASE RECOVERY RATIO SYSTEM WIDE BY 3% TO 13%.**

Departmental Project: Monitor budget to ensure we operate under budget and work to increase ridership to generate more revenue.

Monitor proper fare collection.

Monitor and eliminate poor performing routes.

Departmental Summary

Department

Information Technology

Department Number

0150

Department Summary of Purpose and Goals

To provide and support Information Technology solutions which are effective, reliable, within budget and delivered with exceptional customer service and user satisfaction

Measurable Goals and Objectives

	<i>FY08 06/30/08</i>	<i>FY 2009 Budget</i>
Complete implementation of the on-board camera system for fixed route buses and MITS vehicles.		\$300,834
Implement the virtualization of rack mount servers.		\$20,000
Upgrade the traditional rack mount servers to a blade environment.		\$125,000
Implement a Storage Area Network.		\$176,000
Implement company-wide upgrade to MS Office Professional 2007.		\$150,000
Upgrade Trapeze to version 8.		\$20,000
Replace the help desk ticket management system.		\$14,000
Replace the current call recording system (CallRex).		\$22,000
Upgrade the Passenger Information System.		\$375,000



The T 2009 Business Plan Information Technology

Manages the acquisition, implementation, and maintenance of all technology related systems and services.

Organizational Goal: **INCREASE THE T'S SYSTEM-WIDE RIDERSHIP 6%**

Departmental Goal: **Complete the implementation of the video system aboard the fixed route and MITS fleet to improve the customer experience, to increase security, and to improve the overall deliverability of service.**

Departmental Project: Finish installation of the on-board camera system for fixed route buses and MITS vehicles and train the operational users on use of the video review capabilities.

Organizational Goal: **ENSURE OPERATIONAL COST EFFECTIVENESS THROUGH ACCOUNTABILITY, PERFORMANCE MEASUREMENTS AND USE OF NEW TECHNOLOGY**

Departmental Goal: **Review processes and ensure tasks are being completed in the most cost effective manner.**

Departmental Projects: Contribute to the overall efficiency of the server room utilization of air conditioning; energy consumption, and space constraints by implementing the virtualization of rack mount servers.

Contribute to the energy efficiency upgrades, automatic fail over, and data redundancy of mission critical applications by migrating to the blade server environment.

Improve the utilization of storage resources and effectiveness of disaster recovery strategies through implementation of a Storage Area Network.

Implement company-wide upgrade to a standardized office productivity package (MS Office Professional 2007) to enhance group collaboration efforts and improve internal, as well as, external communications.

Upgrade to the new version of Trapeze.

Develop project plans with test environments and procedures necessary to upgrade to the new version of Ellipse in FY10.

Organizational Goal: **CONTINUE CUSTOMER SERVICE INITIATIVE FOR EXTERNAL AND INTERNAL CUSTOMERS**

Departmental Goal: **Improve the IT Department's policies and operating procedures to provide effective support to internal and external customers.**

Departmental Projects: Replace the help desk ticket management system (Tri-Active) with a system to be hosted and managed in-house to improve monitoring capabilities and to provide better end user help desk support.

Improve reliability and consistency of phone recordings for training and quality control by replacing the current recording system (CallRex) with a system specifically designed to work with our ShoreTel phone system.

Organizational Goal: **MAINTAIN PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY**

Departmental Goal: **Increase reliability of public systems in Passenger Information Systems and Ticket Vending Machines.**

Departmental Projects: Participate in the T's project to replace the existing Ticket Vending Machines with devices that are easier to use, more reliable, and have enhanced functionality.

Upgrade the Passenger Information System to provide greater flexibility in the information presented to the TRE passengers and to afford integration with DART's proposed passenger information system.

IT staff will ride the fixed route bus, MITS, and rail transportation on a regular basis to identify user-friendly system improvements.

Actively participate in the T's community relations' projects.

Organizational Goal: **COMPLETION OF MAJOR PROJECTS IN FISCAL YEAR 2009 ON TIME AND UNDER BUDGET**

Departmental Goal: Complete all IT capital projects within budget and scheduled timeframe allotted.

Organizational Goal: **INCREASE RECOVERY RATIO SYSTEM-WIDE BY 3% TO 13%**

Departmental Goal: Reduce on-going costs by identifying less costly solutions without reducing quality of service.

Departmental Projects: Replace the help desk ticket management system (Tri-Active) with a system that reduces monthly maintenance expenses.

Reduce utility costs through implementation of virtualization and energy efficient servers.

Departmental Summary

Department

Property Management

Department Number

0110

Department Summary of Purpose and Goals

Responsible for facility/amenities improvements and leasing.

Measurable Goals and Objectives

	<i>FY07 YTD 6/30/08</i>	<i>FY 2009 Budget</i>
Repairs made to ceiling at T&P (repairs to begin no later than 8/1/09)		12-31-09
Coordinate move-in of Traveler's Aid, build-out of kiosk		1-1-09
Coordinate with Traveler's Aid to sell "T" merchandise, sundries, souvenirs		02-28-09
Print and distribute ITC brochures to Fort Worth Visitor's Centers and other points of interest.		03-31-09
Increase paid ITC rentals by 50% over 2008	34	51
Establish company-wide recycling program, implement by 11-1-08		11-1-08



The T 2009 Business Plan Property Management Department

Responsible for facility/amenities improvements and leasing

Organizational Goal: **ENSURE OPERATIONAL COST EFFECTIVENESS THROUGH ACCOUNABILITY AND PERFORMANCE**

Departmental Goal: **Increase rentals at ITC by 50% over 2008, from 34 rentals to 51.**

Departmental Project: Review and amend contracts for ITC rentals to appeal to wider customer base.

Responsible: Property Management

Coordinating Departments: Property Management

Organizational Goal: **CONTINUE CUSTOMER SERVICE INITIATIVE FOR EXTERNAL AND INTERNAL CUSTOMERS**

Departmental Goal: **Traveler's Aid in place and operational by 1-1-09**

Departmental Project: Coordinate move-in of Traveler's Aid and build out of kiosk; work with Traveler's Aid to sell "T" merchandise, sundries, and souvenirs.

Responsible: Property Management

Coordinating Departments: Legal, Project Management

Organizational Goal: **MAINTAIN PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY**

Departmental Goal: **Distribute ITC brochures by 3-31-09**

Departmental Project: Have ITC brochures edited to include Traveler's Aid, and finalized for distribution by 2-28-09

Responsible: Property Management

Coordinating Departments: Marketing

Organizational Goal: **MAINTAIN PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY**

ENSURE OPERATIONAL COST EFFECTIVENESS THROUGH ACCOUNTABILITY AND PERFORMANCE

Departmental Goal: **Company wide recycling program implemented by 11-1-08**

Departmental Project: Develop RFP and identify vendor for company-wide recycling program to maximize economic responsibility and minimize waste pickup services.

Responsible: Property Management

Coordinating Departments: Facilities Maintenance, Purchasing

Departmental Summary

Department

Transit Security

Department Number

0145

Department Summary of Purpose and Goals

Manages and supervises a part-time staff of 30 (+) Transit Security Officers, including 14 (+) contracted security officers. Manages training for security personnel (both outside security contractors and Transit Security Officers) in the use of The T's security systems. Investigates losses through interviews and security audits. Implementation of the security plan through installation of camera and software upgrades to T property and interests and remains current on security measures and audit techniques for loss prevention and employee safety.

Measurable Goals and Objectives

	<i>FY 2008 06/30/08</i>	<i>FY 2009 Budget</i>
Conduct weekly checks of security personnel, ensuring effective performance of duties are reflective of their activity sheets.	Ongoing	Ongoing
Implement newly established contractual services agreement, to ensure service calls and repairs are completed in a timely manner.	10/01/08	Ongoing
Improve security staff's professional skills with internal and external customers through First Aid / CPR training		6/30/09
Maintain security awareness in the community through information sharing process, and quarterly updating The T's website.	Ongoing	Ongoing
Coordinate with Planning and Marketing to actively engage in T sponsored events.	Ongoing	Ongoing
Coordinate with IT and Procurement to complete installation of camera and software upgrades to The T's administration building, and provide training to essential personnel.	Ongoing	04/31/09
Establish bus/rail monitoring system to ensure fare evasion incidents are less than 2%.		11/30/08
Coordinate with Operations Director, TRE Safety Manager, and TSO's to enforce fare checks on buses/trains.	Ongoing	Ongoing



The T 2009 Business Plan Transit Security

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

Organizational Goal: **ENSURE OPERATIONAL COST EFFECTIVENESS THROUGH ACCOUNTABILITY, PERFORMANCE MEASUREMENTS, AND USE OF NEW TECHNOLOGY**

Departmental Goal: **Effectively maintain and monitor staff scheduling, and ensuring contractual services are met and tasks completed in timely manner.**

Departmental Project: Conduct weekly checks of security personnel and to ensure effect performance of their duties are reflective of their activity sheets.

Departmental Project: Implement newly established contractual services to ensure service calls and repairs are completed in a timely manner.

Organizational Goal: **CONTINUE CUSTOMER SERVICE INITIATIVE FOR EXTERNAL AND INTERNAL CUSTOMERS**

Departmental Goal: **Improve the Security Staff's professional skills and interaction with internal and external customers.**

Departmental Project: Work with Fitness Center Coordinator to provide First Aid CPR training to all private security personnel assigned to the ITC and T&P facilities.

Organizational Goal: **MAINTAIN PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY**

Departmental Goal: **Maintain security awareness in the community through information sharing process.**

Departmental Projects: Make quarterly updates to The T website's security awareness link for customer and employee information.

Continue to provide security awareness brochures on all fixed route buses, and at all major revenue facilities.

Coordinate with Marketing and Planning Departments to actively participate in T sponsored events throughout the year.

Organizational Goal: **COMPLETION OF MAJOR CAPITAL PROJECTS IN FY09 ON TIME AND UNDER BUDGET**

Departmental Goal: **100% completion of comprehensive security infrastructure plans.**

Departmental Project: Work with IT and Procurement to complete installation of camera and software upgrades to T's administration building, and provide training to essential personnel.

Organizational Goal: **INCREASE RECOVERY RATIO SYSTEM-WIDE BY 3% TO 13%**

Departmental Goal: **Establish bus/rail fare monitoring system to ensure fare evasion incidents are less than 2%.**

Departmental Projects: Coordinate with Operations Director, TRE/Herzog Safety Manager, and TSO's to aggressively enforce fare checks on buses and trains.

Develop audit procedure to track fare evasion incidents in comparison to daily ridership for both transportation systems.

Departmental Summary

Department	Risk Management	Department Number	0145
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Department Summary of Purpose and Goals

To manage and to reduce the risk of loss from major accidents and to protect The T's assets through insurance, safety inspections, security, claims administration, training, and accident prevention. To provide for the safety of employees and passengers, protection of transit assets in an effort to prevent injuries and limit exposures to loss. To support other departments with accident investigations, safety improvements, and assistance in identification and elimination of hazards to minimize losses. To ensure The T complies with all local, state and federal guidelines, in safety claim management procedures and environmental compliance. To support other departments in meeting safety goals, protecting company assets and providing a safe place to work. Improve the Health & Safety of the organization.

Measurable Goals and Objectives

	<i>FY08 YTD 07/31/08</i>	<i>FY 2009 Budget</i>
Implementation of new incident reporting system for all FWTA operators.	On-going	On-going
Reduce Smith Safe complaints by 30% in FY09	318 complaints	223 or less
Maintain decline in Preventable Accidents for Operations/MITS in FY09	Approx. 55 Preventable accidents	55 or less
Implementation of new Safety Training Series for all operators		9/1/09 completion



The T 2009 Business Plan Risk and Safety Department

Responsible for the Risk Management and Safety Services provided to the Fort Worth Transportation Authority and its stakeholders.

Organizational Goal:

INCREASE THE T'S SYSTEM WIDE

Departmental Goal:

It is the goal of the Risk & Safety Department to increase ridership by insuring a safe and accident free environment. This will be accomplished through increased education and awareness of operators and supervisors monitoring statistical data and addressing negative trends. It is our goal to maintain the decline in Preventable Incidents / Accidents in 2009.

Departmental Projects:

The Risk & Safety Department will play a leadership role in the Safety Training of initial training of all Operators. The FY09 goal is to train 80% of all employees who drive FWTA vehicles. All employees that are involved in preventable vehicle accidents will be re-trained with this hands-on training program.

The Fleet Monitoring System for all T vehicles that is based on the 5 Keys to Safe Driving principles. The FY09 goal is to reduce by 20% the total number of Smith Safe complaints over FY08 actual numbers.

Maintain the web-based Driver Improvement training program that was implemented in FY07, which incorporates the principles of the Smith Safety Driver Improvement Program. The FY09 Goal is to train all employees who were involved in non-preventable vehicle accidents by means of the web-based refresher program. Employees with preventable accidents will be re-trained in the hands-on training program.

Hold a Quarterly Safety Meeting for all operators in MITS and operations to review current issues in safety.

Organizational Goal:

CONTINUE CUSTOMER SERVICE INITIATIVE FOR EXTERNAL AND EXTERNAL CUSTOMERS

Departmental Projects:

Continuing to provide safety training at all refresher training, and serve on the Customer Service Steering Committee.

Ensure good customer service to both internal and external stakeholders of the Risk & Safety Department by maintaining a goal of timely addressing all requests in a professional manner.

Organizational Goal:

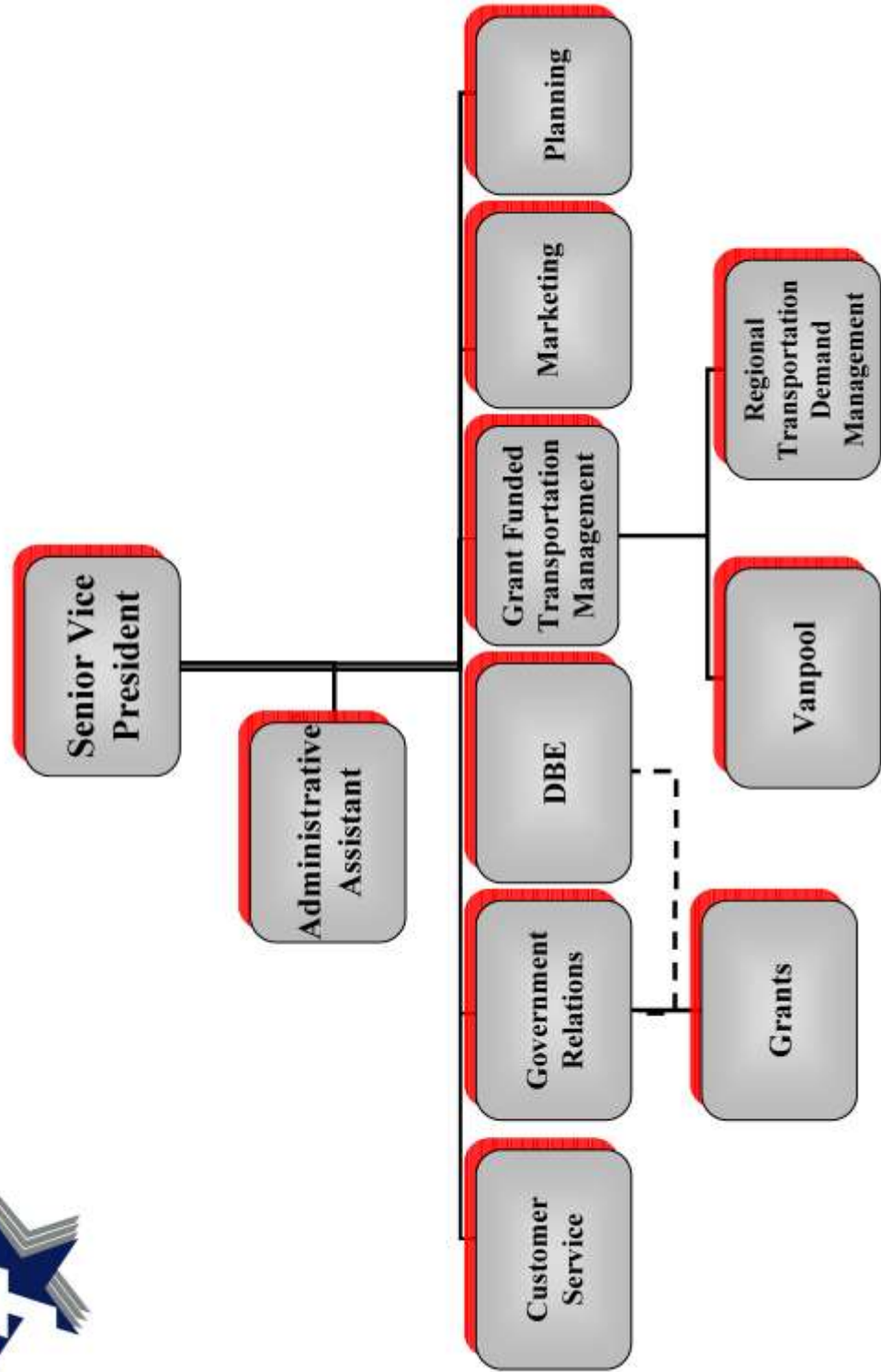
**MAINTAIN PERCEPTION OF PUBLIC
TRANSPORTATION AND THE T's IMAGE IN THE
COMMUNITY**

Department Projects:

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 Safe Web Based Driver improvement training. This will help maintain the public's favorable perception of the The T by continuing our policy of taking the greater care of all customers.



Senior Vice President



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Departmental Summary

Department

Customer Service

Department Number

0120

Department Summary of Purpose and Goals

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

Measurable Goals and Objectives

	<i>FY08 YTD 07/31/08</i>	<i>FY 2009 Budget</i>
ACD calls answered monthly.	95%	97%
Average ACD Talk Time of 60 seconds per call.	1:25	60
Each full time phone rep daily ACD call answer rate of 130-150 calls .	130-150	145-160
Abandoned ACD calls per month not to exceed 3%.	5%	3%
CS Checklist followed on each call should result in 100% on monitoring reports.	95%	100%
CS Staff continued development in conversational Spanish.		Mid-Year 09
Ongoing training and Ride Checks, to stay familiar with all T services.		10 Rt per rep
Slogan or catch phrase to kick off Year of the Customer campaign.		January 09
Training to include, diversity and sensitivity, and dealing with difficult customers. .		Mid-Year 09
Bi-monthly meetings with other departments.		8 meetings
Research of IVR systems, at various Transit Services.		Mid-Year 09



The T 2009 Business Plan Customer Service

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

Organizational Goal: **INCREASE THE T'S SYSTEM WIDE RIDERSHIP 6%**

Departmental Goals: **Customer Service Staff (CS) is able to answer all questions on the Arlington Express and other services within our service area and Tarrant County.**

Departmental Projects: Ongoing training and Ride Checks, to stay on top and familiar with new and existing T services.

Departmental Goals: Research and develop a plan for IVR systems for the call center.

Departmental Projects: CS Administrator will visit transit agencies similar in size and service as The T to gather information on IVR. Find out the pros and cons and impact on customer service.

Organizational Goal: **CUSTOMER SERVICE INITIATIVE**

Departmental Goal: **Kick Off Year of the Customer**

Departmental Projects: 100% positively, outrageously, courteous, and professional customer service.

Customer Service Challenge: most commendations received for efficient, and courteous service.

Resume "Hold" music for customers-something jazzy and refreshing as our previous jingle: *"Ride The T, The T is going in your direction."*

Departmental Goal: Hire Customer Service Supervisor/Lead Rep to assist with ever increasing range of CS duties and staff.

Departmental Project: Customer Service Administrator will define duties and hire best candidate.

Departmental Goal: **Improve working relationships with Operations, MITs, Maintenance, Accounting, HR, IT, DBE/Grants, Security and Administration.**

Departmental Project: Arrange monthly meetings for improved communications and teamwork.

Organizational Goal: **MAINTAIN PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY**

Departmental Goal: **Diversity and sensitivity program, and how to deal with all customers over the phone and at the kiosk.**

Ongoing in-house customer service training. Distribute the CS How To Ride Guide in English and Spanish. Quarterly Customer Appreciation Day at the ITC

Departmental Goal: **Phase II Spanish Training for CS staff.**

Departmental Project: CS will stay responsive to our Spanish-speaking customers by ongoing and continued Spanish training for all staff. In-house training by our bilingual reps. Hiring efforts focused on bilingual applicants.

Organizational Goal: **ENSURE OPERATIONAL COST EFFECTIVENESS THROUGH ACCOUNTABILITY, PERFORMANCE MEASUREMENTS AND USE OF NEW TECHNOLOGY**

Departmental Goal: **Reduce CS budget.**

Departmental Project: No uniforms for phone only reps.
Reduced kiosk operating supplies.
Reduce staff overtime.

Departmental Summary

Department DBE / Grants Department Number 0112

Department Summary of Purpose and Goals

Grants:

Manage existing discretionary and formula funding and identify new funding opportunities including New Freedom and JARC funds to improve services to increase ridership.

Provide oversight to The T's programs as an FTA grantee to ensure that the organization is managing the programs in accordance with federal requirements.

Respond to Call for Projects and properly manage submission of projects for inclusion in the Transportation Improvement Program and State Transportation Improvement Program to ensure funds are available at the appropriate time for various projects in the strategic plan.

DBE:

Encourage Disadvantaged Business Enterprise (DBE) firms' participation in The T's procurements and/or major projects in the FY 2009 Capital Budget.

Measurable Goals and Objectives

	<i>FY08 YTD Actual</i>	<i>FY 2009 Budget</i>
DBE Goal.	20.2%	20%
Complete the Development and Submission of The T's Annual DBE Goal to FTA.		08/01/08
Conduct T Sponsored DBE Workshops.		09/30/09
Coordinate with Chambers of Commerce and North Central Texas Regional Certification Agency on DBE Outreach/Education Events.		09/30/09



The T 2009 Business Plan Grants Administration

Responsible for managing existing discretionary and formula funding, while identifying new funding opportunities.

Organizational Goal: **INCREASE THE T'S SYSTEM WIDE RIDERSHIP BY 6%**

Departmental Goal: Grants Administration will continue to search for new funding and administer current funding programs to replace and expand our transit service, which will increase our service.

Departmental Projects: Job Access/Reverse Commute north Central Texas Council of Governments (NCTCOG).
New Freedom (NCTCOG)

Organizational Goal: **ENSURE OPERATING COST EFFECTIVENESS THROUGH ACCOUNTABILITY, PERFORMANCE AND TECHNOLOGY**

Departmental Goal: Grants Administration will ensure compliance with all Federal Administration reporting requirements as well as The T's accounting system.

Departmental Projects: FTA reporting in TEAM
Administer grant drawdowns in ECHO

Organizational Goal: **MAINTAIN PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY**

Departmental Goal: In line with our organizational goal, the grants department will network with community leaders in order to inform the public regarding the benefits of our service.

Organizational Goal: **SUPPORT EFFORTS OF RAIL NORTH TEXAS FUNING**

Departmental Goal: Grants administration will work to acquire New Starts funding which will be a substantial portion of the funding for the Southwest to Northeast Corridor.

Departmental Project: FTA New Starts Funding

Organizational Goal: **COMPLETION OF MAJOR CAPITAL PROJECTS
IN FISCAL YEAR 2009**

Departmental Goal: **We will also strive to ensure the successful approval for 100% of funding eligible to The T through the section 5309 Capital Program and Section 5307 Formula Program.**

Departmental Projects: Section 5307 Formula Funding
Section 5309 Capital Program (FTA)
Clean Fuels Grant Program (FTA)
Natural Gas Initiative Program Grant (General Land Office)
Texas Commission on Environmental Quality



The T 2009 Business Plan DBE Program Management

Increase opportunities for Disadvantaged Business Enterprises (DBE) and other minority owned businesses.

- Organizational Goal:** **MAINTAIN PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY**
- Departmental Goal:** **Ensure a level playing field for Disadvantaged Business Enterprises (DBE) firms and other minority or women-owned business participation in The T's procurements and/or major projects in the FY09 Capital and Operating Budget.**
- Departmental Projects:**
- Outreach/education efforts:
- Utilize creative efforts to both disseminate information about the program
- Effective contract specific goal formation and implementation:
- Coordinate with The T's Purchasing Department in the assignment of contract specific DBE goals, while working to increase DBE participation.
- Certification/technical assistance and compliance:
- Provide technical assistance to vendors seeking DBE certification with the North Central Texas regional Certification Agency.
 - Assist with monitoring and enforcement mechanisms to ensure that work committed to DBEs, while ensuring that The T's DBE program is in compliance with federal regulation. (49CFR Part 26)
- Departmental Goal:** **Increase the visibility of The T's DBE Program both internally and externally through improved communication, while improving the understanding of The T's DBE Program**
- Departmental Projects:**
- Conduct (2) T sponsored DBE workshop in FY2009.
- Participate in events sponsored by chambers of commerce and other community organizations.

Departmental Goal:

Develop a narrowly tailored annual DBE goal for FY2010.

Departmental Project:

Coordinate with other external agencies for improvements in The T's DBE Goal Calculation by utilizing study results from the regional consortium for a joint availability and disparity study and public participation.

Departmental Summary

Department

Governmental Relations

Department Number

Department Summary of Purpose and Goals

The Director of Governmental Relations serves as a point of contact for The T with Congressional and Legislative representatives and staff, and state, regional, and Federal agencies. The director is also responsible for the recommendation of policies involving legislative and administrative issues related to transit and evaluates Federal, state, and local programs/initiatives that impact The T.

Measurable Goals and Objectives

	<i>FY08 YTD 07/31/08</i>	<i>FY 2009 Budget</i>
Develop The T legislative agenda for the 81 st Texas Legislature.		October 30, 2008
Regional Transit Initiative The T will work with local delegation to seek transportation funding for rail and roadway project – T staff will work with and support local efforts to pass legislation during the 81 st Texas Legislature.		June 1, 2009
Coordination with federal legislators on the submission of The T’s FY 2010 Section 5309 Request		March 30, 2009
Work to ensure the inclusion of The T’s commuter rail extension in the federal transportation reauthorization bill.		September 30, 2009



The T 2009 Business Plan Governmental Relations

Governmental Relations is responsible for monitoring and managing regulatory matters, and analyzing the potential impact on The T.

Organizational Goal: **MAINTAIN PERCEPTION OF PUBLIC
TRANSPORTATION AND THE T'S IMAGE IN THE
COMMUNITY**

Departmental Goal: **Governmental relations will work with other departments to develop legislative and communication strategies to address the goal and funding of the following projects and regional mobility initiatives.**

Departmental Projects: The Regional Transit Initiative
Public/private partnerships
Air quality improvements efforts
Funding of future T projects such as:

- Southwest to Northeast Commuter Rail
- Bus Fleet Expansion
- Trinity Railway Express (TRE) capital projects
- Park & Ride Expansion
- Other major capital projects

Organizational Goal: **SUPPORT EFFORTS OF RAIL NORTH TEXAS
FUNING**

Departmental Goal: **Governmental Relations will work with local delegations to seek transportation funding for rail and roadway project.**

Departmental Projects: T Staff will support efforts to pass legislation during State of Texas 81st legislative session.

Departmental Summary

Department	Administration, Vanpool and RTDM Departments	Department Number	9080- 83
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Department Summary of Purpose and Goals

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

Measurable Goals and Objectives

	<i>FY08 YTD 07/31/08</i>	<i>FY09 Budget</i>
Total participating employers with Regional Trip Reduction Programs.	291	301
Total Vanpools	176	206
Total Vanpool capacity	78%	80%
Employers subsidizing employees' transportation (TransiCheck Vouchers and E-Pass Programs).	26	30



The T 2009 Business Plan Administration/Vanpool/ Regional Transportation Demand Management

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

Organizational Goal: **INCREASE THE T'S SYSTEM WIDE RIDERSHIP
6%**

Departmental Goal: **Expand service utilizing outside funding.**

Departmental Project: Identify opportunities to expand T service at CentrePort and elsewhere utilizing outside funding sources like jobs access reverse commute (JARC).

Departmental Goal: **Continue to provide input regarding The T and TRE service changes.**

Departmental Projects: Utilize Customer Comment System to provide specific requests for and complaints about The T and TRE service.

Identify opportunities to provide additional bus service to the Alliance area.

Departmental Goal: **Increase vanpool ridership.**

Departmental Projects: Work with current vanpool drivers to increase number of passengers in their vans to achieve at least 80% vanpool capacity.

Target Alliance area companies for new vanpools.

Departmental Goal: **Increase number of Employee Transportation Coordinators (ETC)**

Departmental Projects: Identify new companies that would benefit from ETCs and work with them to establish an ETC.

Conduct quarterly ETC training.

Organizational Goal: **ENSURE OPERATIONAL COST EFFECTIVENESS THROUGH ACCOUNTABILITY, PERFORMANCE MEASUREMENTS AND USE OF NEW TECHNOLOGY**

Departmental Goal: **Provide accurate data to the accounting department.**

Departmental Projects: Provide Northeast Transportation Service (NETS), Tarrant County Transportation Service (TCTS) and Route 30 CentrePort monthly ridership.

Accurately process monthly invoices for purchased transportation.

Departmental Goal: **Increase vanpool ridership.**

Departmental Project: Work with current vanpool drivers to increase number of passengers in their vans to achieve at least 80% vanpool capacity.

Departmental Goal: **Implement vanpool participant fare increase.**

Departmental Project: Implement fare increase on October 1, 2008.

Organizational Goal: **CONTINUE CUSTOMER SERVICE INITIATIVE FOR EXTERNAL AND INTERNAL CUSTOMERS**

Departmental Goal: **Improve customer service provision to external and internal customers.**

Departmental Projects: Participate in the customer service training session in 2009.

Continue to incorporate the customer service initiative into day-to-day interactions with internal and external customers.

Respond to all customer inquiries and complaints in a timely manner.

Interface with operations and TRE as appropriate to handle customer complaints. Serve as troubleshooter and ombudsman to solve problems.

Look for new ways to meet the needs of the customers.

Organizational Goal: **MAINTAIN PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY**

Departmental Goal: **Participate in community activities to positively promote The T's image.**

Departmental Projects: Deliver Meals on Wheels.
Serve on the REACH board.
Ride on a T route once a quarter as assigned by the planning department.
Participate in employer fairs to promote The T's services including bus, TRE, carpooling and vanpooling.

Organizational Goal: **SUPPORT EFFORTS OF RAIL NORTH TEXAS FUNDING**

Departmental Goal: **Support all company wide efforts for a regional transit system.**

Departmental Project: Support the efforts to get legislative approval of funding for regional rail.

Departmental Goal: **Completion of Johnson County Rail Study.**

Departmental Project: Participate in the study, invoice the participating cities when the notice to proceed is issued, and process payments to the consultant in a timely manner.

Organizational Goal: **DEVELOP A ONE-YEAR PLAN TO UPDATE THE T'S STRATEGIC PLAN**

Departmental Goal: **Support efforts to develop the plan.**

Departmental Project: Provide input as needed in the development of the plan.

Organizational Goal: **INCREASE RECOVERY RATIO SYSTEMWIDE BY 3% TO 13%**

Departmental Goal: **Implement vanpool participant fare increase.**

Departmental Projects: Implement fare increase on October 1, 2008.

Departmental Goal: **Increase total vanpool capacity.**

Departmental Project: Work with vanpool drivers to increase the number of riders in their vans to achieve total capacity average of 80%.

Departmental Summary

Department

Marketing

Department Number

0125

Department Summary of Purpose and Goals

To increase ridership 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, public relations, with a special emphasis on the Hispanic market. Increase awareness of T services and strengthen T corporate identity through strategic brand initiatives.

1. Aggressively market T services to increase ridership on bus and rail.
2. Continue community outreach activities to improve image as community partner.
3. Develop and implement advertising and public relations designed to improve awareness and trail of the T and strengthen T Brand.
4. Extend the T's education and sales efforts through strategic alliances.

Measurable Goals and Objectives

	<i>FY08 YTD 06/30/08</i>	<i>FY 2009 Budget</i>
Improve community relations through:		
Community outreach activities	12	24
Community presentations	6	12
Strengthen brand identity		
Media promotional activities	2	4
Distribute quarterly stakeholder newsletter	2	4
Produce quarterly cable show	2	4



The T 2009 Business Plan Marketing Department

Responsible for marketing and advertising The T to increase awareness and improve ridership.

Organizational Goal:	<u>INCREASE RIDERSHIP BY 6%</u>
Departmental Goal:	Increase ridership on targeted fixed and express bus routes by 6%.
Departmental Projects:	Use Buxton research to target direct mail for fixed route bus prospects, focusing on specific routes in Fort Worth. Also use door-to-door distribution of schedules to specific routes. Target bus prospects with ads in the <i>Business Press</i> , <i>La Vida</i> , <i>Panorama</i> , and <i>Meadowbrook News</i> .
Coordinating Departments:	Marketing, Planning
Measurement:	Ridership in fiscal 2008 vs. fiscal 2009
Departmental Goal:	Increase off-peak ridership on TRE by 3%.
Departmental Projects:	Continue to target choice riders through cooperative advertising with DART: print ads in Star-Telegram Star-Time, Fort Worth Child, Radio Disney, mall ads/outreach, and bus/bench ads: Target off-peak market with destination marketing: <ul style="list-style-type: none">➤ Game trains to American Airlines Center➤ Fort Worth destinations (i.e. Stockyards, Sundance Square, Cultural District, Main Street Arts Fest, etc). Trade Mavericks AAC ads for bus/bench ads.
Coordinating Departments:	Marketing, Accounting, Herzog, DART
Measurement:	Increase ridership over fiscal 2008
Departmental Goal:	Increase ridership with Special Events
Departmental Projects:	Market T services to special events:

- Holiday Light Tour, Dec 2008 depending on Charter regulations
- Stock Show Shuttle, January/February 2009
- Main Street Arts Festival, April 2009
- TMS Shuttle, April and November 2009
- Zoo Trolley, Spring Break and Summer 2009

Coordinating Departments: Marketing, Operations, and Accounting

Measurement: Ridership

Departmental Goal: **Maintain E-Pass sales level to employers despite fare increase.**

Departmental Projects: Contact all customers about fare increase. Hold public meetings.

Attend Chamber Fest trade show at Will Rogers in November 2008. Attend Chamber meetings, events, and seminars

Promote NTCAC “Working for Clean Air” Awards

Continue to attend NTCAC Board and Employer Outreach Committee meetings

Coordinating Departments: Marketing, Customer Service

Measurement: Sales 2008 vs. 2009

Organizational Goal: **CONTINUE CUSTOMER SERVICE INIATIVE IMPROVEMENTS**

Departmental Goal: Conduct marketing research to identify customer satisfaction of The T.

Departmental Project: Assist planning with Strategic Plan update

Departmental Project: Implement Buxton research initiatives

Coordinating Departments: Marketing

Measurement: Cost

Organizational Goal: **MAINTAIN PERCEPTION OF PUBLIC TRANSPORTOPN AND THE T’S IMAGE IN THE COMMUNITY**

Departmental Goal: **Position public transportation as attractive travel mode**

Departmental Projects: Joint marketing and coordination of special events

- Continue TRE COOP ads with DART
- Stock Show Shuttle
- Main Street
- TMS
- Zoo Trolley
- Day in the District
- MAVS, STARS Game Trains
- Holiday Light Tour

Plan and execute 25th Anniversary celebration events for Community leaders, T Board, employees and customers

Continue to market all transit services to general public:

- Continue print advertising in Fort Worth Weekly, and Business Press.
- Continue annual Year In Review publication.
- Continue public relations i.e. media releases
- Continue semi-annual Stakeholder newsletter “Connections”
- Continue quarterly “Thinking Outside the Bus” community cable show.

Departmental Goal: **Improve Community Relationships**

Departmental Projects: Continue Adopt-A-School activities including Student/Teacher of the Month, Mystery Trips, Team Fort Worth, and the Pen Pals program.

Continue involvement in Chambers, Downtown Fort Worth Inc., Fort Worth South, NCTCOG, NTCAC, DFW, City of Fort Worth, Stockyards Business Association, FWISD, and other stakeholders.

Coordinating Departments: Marketing

Measurement: Number of Activities

Departmental Goal: **Continue sponsorships of chamber golf tournaments and annual meetings, community special events, etc.**

Departmental Projects: Continue Greater Fort Worth, Hispanic and Black Chamber and Downtown Fort Worth, Inc. sponsorships.

Sponsor Fort Worth Chamber Trade fest Tradeshow in November at Will Rogers with purchasing department.

Develop sponsorship opportunities with La Gran Plaza de Fort Worth. Continue sponsorship opportunities with Fort Worth Zoo, CATS, and TCU.

Coordinating Departments: Marketing

Measurement: Number of Sponsorships

Departmental Goal: Enhance the professional image of The T

Departmental Projects: Research new transit service with appeal to untapped niche rider markets.

Continue involvement in chamber boards and committees.

Director will continue on Board of Rose Marine Theater and Hispanic Chamber.

Community Outreach Liaison will continue on Coalition Committee, WTS Golf Tournament Committee, and Hispanic Chamber committees, Granger Hispanic Advisory Council.

Director will continue on NTCAC Board

Communications Manager will continue on PRSA board.

Departmental Summary

Department

Planning

Department Number

0160

Department Summary of Purpose and Goals

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

Measurable Goals and Objectives

	<i>FY 2008 Actual</i>	<i>FY 2009 Budget</i>
Continue Managing Southwest-to-Northeast Environmental		Complete Draft EIS by Fall 2008 and submit New Starts Application by end of Spring 2009
-Increase recovery ratio system wide by 3% to 13% -Increase The T's system wide ridership 6% Plan fixed-route bus service by introducing cost-effective new bus service or adjusting existing service while maintaining adherence to The T's Key Performance Indicators.		Increase The T's system wide ridership 6% in FY09
Increase The T's system wide ridership 6% Develop multi-year bus and rail service coverage, span and frequency objectives through the development of T service area sector-by-sector <i>Comprehensive Service Reviews</i> .		Complete one sector review in FY09



The T 2009 Business Plan Planning

Responsible for planning improvements of the operating efficiencies of The T service.

Organizational Goal: **SUPPORT EFFORTS TO CREATE A REGIONAL TRANSIT SYSTEM**

Departmental Goal: **Build and Operate Next Commuter Rail Line.**

Departmental Projects: Continue managing Southwest-to-Northwest Environmental Impact Statement Study and Process.
Complete Draft EIS by Fall 2008.

Submit New Starts Application by end of Spring 2009

Responsible: Planning

Coordinating Departments: President/Executive Director, Senior Staff and Marketing

Departmental Goal: **Build and Operate Additional Commuter Rail Lines**

Departmental Project: Manage Johnson County Rail Study to evaluate potential of rail service to Burleson, Crowley and Cleburne. Complete study by January 2009.

Responsible: Planning

Coordinating Departments: Assistant Vice President

Organizational Goal: **INCREASE THE T'S SYSTEM WIDE RIDERSHIP 6%**

Departmental Goal: **Increase Ridership**

Departmental Project: Plan fixed-route bus service in FY09 by introducing cost-effective new bus service or adjusting existing service while maintaining adherence to The T's Key Performance Indicators.

Responsible: Planning

Coordinating Departments: Scheduling and Operations

Departmental Goal: Enhance Public Transit

Departmental Project: Develop multi-year bus and rail service coverage, span and frequency objectives through the development of T service area sector-by-sector *Comprehensive Service Reviews*. Complete one sector review in FY09.

Responsible: Planning

Coordinating Departments: Scheduling

Departmental Goal: Provide rapid travel options

Departmental Project: Create bus time advantages on streets and at intersections through the development of Transit Signal Priority. Coordinate implementation with City of Fort Worth T/PW department. Work with Grants Administration on funding efforts. Complete Equipment installation and have TSP functional by January 2009.

Responsible: Planning

Coordinating Departments: Grants Administration, Legal, Maintenance and Procurement

Organizational Goal: CONTINUE CUSTOMER SERVICE INITIATIVE FOR EXTERNAL AND INTERNAL CUSTOMERS

Departmental Goal: Effectively Improve Coverage, Frequency and Service Span

Departmental Projects: Administer Ride Check Program. Provide ride assignments Quarterly. Develop procedures, which provide accountability and/or responsibility for managers to complete their reports.

Responsible: Director of Planning

Coordinating Departments: Administration Assistant

Departmental Goal: Enhance working relations between planning department and bus operators

Departmental Projects: Use the Route Monitoring Committee (RMC) meetings and “Planner Is In” sessions to gain input and support from

operators. Hold RMC meetings monthly and “Planner Is In” session quarterly.

Responsible: Planning

Coordinating Departments: Scheduling and Operations

Organizational Goal: **IMPLEMENT MORE OF THE STRATEGIC PLAN IN 2008**

Departmental Goal: **Expand Park-and-Ride Network**

Departmental Projects: Continue planning of North Fort Worth park and ride facility. Secure site for park-n-ride by Spring FY09.

Responsible: Planning

Coordinating Departments: Legal, Project Management, and Grants Administration

Organizational Goal: **DEVELOP A ONE YEAR PLAN TO UPDATE THE T'S STRATEGIC PLAN**

Departmental Goal: **Lead the process for updating The T's 2005 Strategic Plan**

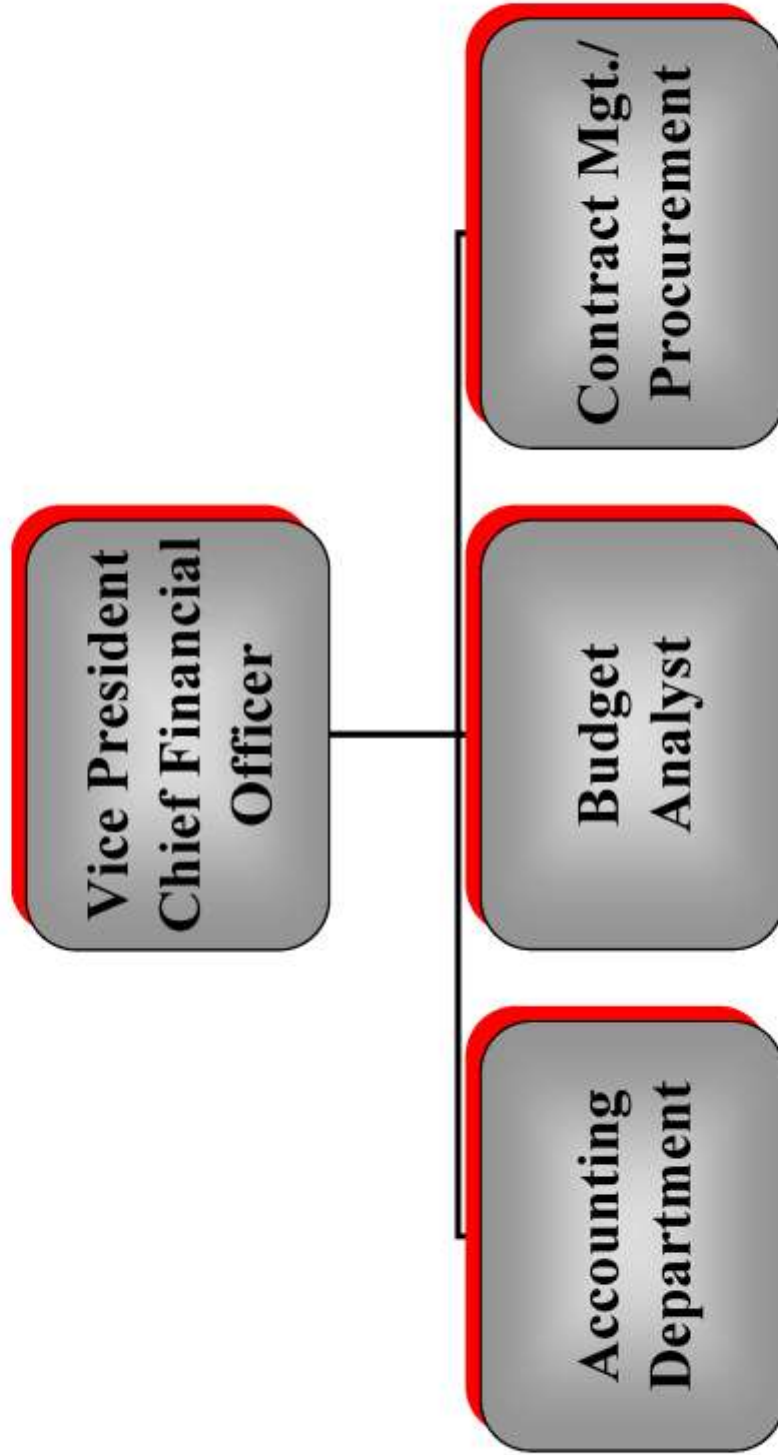
Departmental Project: Develop Plan for updating Strategic Plan by January 2009. Complete Strategic Plan update by July 2009.

Responsible: Planning

Coordinating Departments: Marketing, Human Resources.



Finance



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Departmental Summary

Department Finance, Accounting, Budget & Procurement **Department Number** 0115,0130,0135

Department Summary of Purpose and Goals

Manages the finances of The T and provides financial guidance and procurement services to other departments.

Measurable Goals and Objectives

	<i>FY08 YTD 07/31/08</i>	<i>FY 2009 Budget</i>
Continued Communication with Dart Regarding Fare Media and rate	N/A	09/30/09
Farebox Accuracy	.13%	+/- .5%
Select Vendor and Execute Contract for Ticket Vending Machines by March 30, 2009	N/A	03/30/09
Complete Energy Efficiency Upgrades	N/A	09/30/09
Complete Fiscal 2009 Business Plan & Budget Book	N/A	10/16/08
Increase Procurement Card Rebate by 2%		09/30/09
Coordinate Planning Efforts for a Fare Increase, Between The T, TRE and DART.	N/A	05/30/09
Complete Energy Efficiency Upgrades	N/A	09/30/09



The T 2009 Business Plan Finance Accounting/Budget & Procurement

Manages the finances of The T and provides financial guidance and procurement services to other departments.

Organizational Goal: **ENSURE OPERATIONAL COST EFFECTIVENESS THROUGH ACCOUNABILITY AND PERFORMANCE TECHNOLOGY**

Departmental Goal: **Operate The T's finances within the annual operating budget.**

Departmental Projects: Complete FY2009 Business Plan and Budget Book by October 16, 2008.

Review, evaluate and manage fiscal 2009 expenses in order to stay under budget for the year.

Monitor overtime/staffing by September 30, 2009.

Continue to negotiate CNG Fuel Prices for FY2010.

Complete Energy Efficiency Upgrades project by September 30, 2009.

Prepare a balanced budget for fiscal 2010.

Responsible: CFO and Accounting

Coordinating Departments: Maintenance

Organizational Goal: **INCREASE THE T'S SYSTEM WIDE RIDERSHIP 6%**

Departmental Goal: **Communication with DART regarding fare media and rates.**

Departmental Project: Communicate with DART on a regular basis (quarterly) regarding fare policy, potential changes and fare media design including magnetic striping.

Responsible: CFO, Accounting

Coordinating Departments: IT, Maintenance, TRE

Organizational Goal: [CONTINUE CUSTOMER SERVICE INITIATIVE FOR EXTERNAL AND INTERNAL CUSTOMERS](#)

Departmental Goal: **Improve the Finance Department's customer service to internal and external customers.**

Departmental Projects: All staff will attend refresher customer service training on their anniversary date.

Select vendor, negotiate contract and set up timeline by March 30, 2009, for the new Ticket Vending Machines.

During FY2009, all procurements will be completed in a timely manner. Additionally, payments to vendors will be made within their terms.

Responsible: CFO, Director of Procurement, Director of Accounting and all financial staff

Coordinating Departments: Human Resources

Organizational Goal: [INCREASE RECOVERY RATIO BY 3% TO 14%](#)

Departmental Goal: **Coordination of revenue increases**

Departmental Projects: Vanpool and E-Pass fares will increase by October 1, 2008 respectively.

Coordinate planning efforts for a new fare increase, between The T, TRE and DART. The rate increase will take affect, the spring of 2009.

Increase procurement card rebate by 2% by September 30, 2009.

Responsible: CFO, Director of Accounting

Coordinating Departments: DART and TRE

Organizational Goal: **SUPPORT NORTH TEXAS RAIL FUNDING EFFORTS**

Departmental Goal: **Support all company wide efforts for a regional transit system.**

Departmental Projects: Support efforts to obtain additional funding for the Southwest to Northwest rail corridor project.

Support the effort to get legislative approval of a sales tax cap exemption.

Support the City of Fort Worth's local Street Car vision in the Cultural District.

Responsible: President/Executive Director and Senior Staff

Coordinating Departments: All Departments

Organizational Goal: **COMPLETION OF MAJOR PROJECTS IN FY09**

Departmental Goal: **Work with the various departments in developing their capital budgets.**

Departmental Project: During the annual budget process, assist departments with their future capital needs, including the status of current project schedules and funding. This should also include the status of projects in progress and their completions dates.

Departmental Goal: **Monitoring Capital Projects and their expenses.**

Departmental Projects: Projects will be set-up as needed, by the Budget Analyst in the Ellipse Project Module. The expenses are monitored on a monthly basis. This will help ensure that the expenditures are coded correctly. As projects are completed, the expenses are capitalized and the projects are closed.

The Director of Accounting will assist the Grants Administrator in reviewing federally funded projects and monthly reimbursements of those allowable expenses.

Departmental Goal: **Procurements are processed according to federal and state regulations.**

Departmental Project: Procurement will monitor, oversee the bid process and review all progress payments on construction projects. Ensure that all payments are made within 30 days, unless otherwise stated in the contract and comply with all federal regulations, such as the Davis-Bacon Act.

Responsible: CFO, Budget Analyst, Director of Accounting, Procurement

Coordinating Departments: All Departments

Organizational Goal: [IMPROVE PERCEPTION OF PUBLIC TRANSPORTATION AND THE T'S IMAGE IN THE COMMUNITY](#)

Departmental Goal: **Visibility in the community during FY08.**

Departmental Projects: Management will ride the bus quarterly.
Participate in outside activities during the year.
Actively participate with a community group or community activity.

Responsible: CFO, Budget Analyst, Director of Accounting, Director of Procurement and Procurement and Finance Staff.

Coordinating Departments: Marketing, Planning and Executive Administration

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FORT WORTH TRANSPORTATION AUTHORITY Fiscal Year 2009

Budget Introduction

The adopted fiscal 2009 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 2009 budget total \$61.2 million.

The T budgeted for a 3.0% increase in its primary revenue source, sales tax receipts, based on the continuation of retail sales growth in Fort Worth. Budgeted sales tax receipts are based on a number of local economic and demographic trends, including employment and population growth.

Fort Worth is The T's largest member city with a total population of 702,850. It is also one of the fastest growing cities in the country, adding 16,000 residents last year. According to the Fort Worth Business Press, the unemployment rate in Fort Worth and The T's service area has increased from 4.6% in 2007 to 5% in August 2008. This is well below the national unemployment average of 6.1%.

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

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

In recent years, areas of Downtown Fort Worth have been immensely successful in attracting people back to the central city to live, work, play, shop and even learn. This downtown renaissance can be partially attributed to the authentic urban quality of these areas. The urban quality has been preserved in some buildings, streets, and corridors as along Main Street and in Sundance Square. It has also been recreated in places like

Sundance East, Firestone and Hillside neighborhoods, Trinity Bluff and along Houston and Throckmorton Streets.



Downtown Fort Worth offers a sophisticated, fun and low maintenance lifestyle with easy access to restaurants, entertainment and events. Everyone from singles and young couples to retirees and empty nesters enjoy the convenience and excitement of living downtown.

Lancaster Avenue (Downtown Fort Worth)

The T's budget continues to recognize the importance of efficient service that meets the needs of our customers and community, while maintaining a balanced budget. Some of the principal issues facing The T are cost increases and greater service demands. The price of fuel continues to climb. Additionally, the demand for expanded service drives up The T's cost of labor and equipment.

The fiscal 2009 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 year 2009 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.

In developing and evaluating The T's accounting system, emphasis is placed on the adequacy of internal controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding the protection of assets against loss from unauthorized use and/or disposition, and the reliability of financial records used to prepare financial statements. The concept of "reasonable assurance" recognizes that the

cost of the control should not exceed the benefits likely to be derived and 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 and, therefore, are reported as 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
Maintenance Administration
Facilities Maintenance
Marketing
Planning & Scheduling
Customer Relations
Human Resources
Risk Management
Accounting
Purchasing
Information Systems
MITS Administration
Executive Administration
DBE
TRE
Chief Financial Officer
Project Management

Operating Departments:

MITS Vehicle
MITS Vehicle Maintenance
Revenue Vehicle Operations
Vehicle Maintenance

Grant Service Departments:

Vanpool
RTDM
Jobs Access
Tarrant County Transportation
Service (TCTS)

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 Generally Accepted Accounting Principles (GAAP) except no provision for depreciation is made.

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. The T also follows GAAP in accounting for its activities and preparing its financial statements.

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 2009 budget meets these standards:

- Accounting records shall be maintained in accordance with GAAP and Government Accounting Standards Board (GASB) standards.
- The T's funds shall be invested in accordance with its Investment Policy and with applicable state laws.
- An independent accounting firm shall examine at least annually The T's financial statements and as required by law.
- The T shall maintain appropriate insurance coverage to mitigate the risk of material loss; a cash reserve of \$1 million shall be established to ensure that self-insured retentions can be met.
- The T shall maintain a cash reserve to cover at least one month's budgeted operating expenses net of operating revenues.
- The Board of Directors shall receive a "Proposed Budget" for the next fiscal year no later than July of each year. Once accepted by the Board, the Proposed Budget will be mailed to member cities, which will be given at least 30 days to review it. The Board shall adopt the final budget, as well as the assumptions and methodologies used therein, no later than September 30 of each year, which is The T's fiscal year-end.
- The proposed Operating Expenses in each year's budget shall not exceed the reasonably predictable "Revenues Available for Operations" shall include

Operating Revenues (fares collected, pass sales, etc), Sales Tax Revenue, Investment Income, Rental Income and Federal Formula Grants

Budgetary Controls

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

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

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

The T also maintains an automated 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 FY09 Operating and Capital Budget:

Budget Calendar

June 20	FY08 Board of Director's Retreat This retreat will be to establish goals for FY09.
June 27	Staff Retreat To work on departmental goals for FY09.
April 16-18	Pre-Budget Departmental Meetings The focus of these will be to communicate this year's budget message and address any questions that may arise. At that time the Budget Instruction Manual will be distributed and the FY09 Budget Tracking Sheets e-mailed on April 20 th .
April 21 – May 1	Departments compile proposed budgets Debbie Dupre, the Budget Analyst, will meet with each department head to provide assistance (as needed) in developing his/her operating and capital budgets.
May 9	Departmental Operational Budgets due All departments submit FY08 re-estimates and requests for FY09, including improvement/reduction proposals.
May 14	Capital Budget Proposals due Departments submit requests for Capital Budget proposals both new and any project started in FY08 that won't be finished until FY09.
May 16 – May 23	Operating & Capital Budget Discussions Meeting will be held with departments if needed.
July 10	Capital & Capital Committee Meetings
July 11	Final Preliminary Budget mailed to the Board of Directors
July 17	Preliminary Budget adopted by Board of Directors
July 23	Preliminary Adopted Budget mailed to member cities The preliminary adopted budget will be sent to the cities of Fort Worth, Blue Mound, Richland Hills and Grapevine for review.
August 18	Business Plans due to Debbie Dupre
September 18	Adoption of the FY09 Budget at the Board of Director's meeting.
October 16	FY09 Business Plan and Annual Budget presented to the Board.

There are several short-term operational and financial policies of The T that guided the development of the fiscal 2009 operating budget. These include:

- Key goals of the organization will be implemented. This includes increasing ridership, ensuring operational cost effectiveness through accountability and performance technology, maintaining the perception of public transportation, continuing the customer service initiative, updating the strategic plan and completing the major projects in the fiscal 2009 capital budget. The final goal is to increase The T's recovery ratio by 3% to 14%.
- Debt will not be incurred to finance any operating or capital improvements.
- A one million dollar self-insurance reserve will be maintained.
- Transit fares, valid for Metroplex-wide travel, will match fares charged by DART in order to promote a seamless fare structure between the two authorities.
- Productivity of bus service will be improved to promote efficiency and compare more favorably to peer system averages on key performance measures.

Part of our management retreat was focused on determining our *weaknesses* and *threats* as well as our *strengths and opportunities*: Listed below are some of the threats:

- ❖ Obsolete Ticket Vending Machines.
- ❖ Unstable fuel prices.
- ❖ Replacement of aging revenue vehicles.
- ❖ Lack of parking/infrastructure.
- ❖ Difficulty in obtaining federal earmark funding.

Listed below are some of the "New Opportunities" for FY2009:

- Fare increase for Vanpool and annual employer passes (e-pass).
- Capture and retain new ridership due to high cost of fuel.
- Increase new member cities (**by being flexible and creative**).
- Take full advantage of the green movement.
- Wellness initiative for employees.
- Travelers Aid kiosk located at the ITC.
- Additional Federal & State funding opportunities.
- New fleet options for MITS.

Fiscal 2009 Budget Challenges

Some of the major issues that impacted the formulation of the FY09 Budget are:

- Salaries and benefits will increase \$2.2 million or 7.7% due to higher salaries and health insurance benefits;
- Fuels and lubricants expense will increase \$1.2 million or 28.3% because of the higher cost of natural gas and increases fixed route and paratransit service along with an increase in the number of vanpools;
- Purchased transportation expense, which is the cost of contractor service providers, will increase \$0.9 million or 19.6% because of the increase in paratransit trips and an increase in contractor's fuel cost; and
- Trinity Railway Express (TRE) contract rate and increases in fuel cost will add \$1.5 million or 18.6% to The T's operating expenses in fiscal 2009.

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 executed effective October 1, 2006. This contract expires September 30, 2009.

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 50.0% of its trips. This allows The T to keep the cost per trip less than that provided by MITS employees alone. Contracting MITS service represents an effective way to control the high cost of providing transportation to persons with disabilities.

The largest portion of the other expense categories is fuel and lubricants, which increased 28.3% in the fiscal 2009 budget from the fiscal 2008 actual amount. This increase is primarily due to expected increases in bus, MITS and vanpool service and higher natural gas prices. The majority of The T's fuel consumption is from natural gas as most of its buses are fueled by compressed natural gas. The T has a series of fixed price natural gas agreements with the Texas General Land Office that will expire on September 30, 2009.

Capital Expenditures

Capital Expenditures are funds 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 expense 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 2009 is \$102.5 million. The projected capital expenditures for fiscal 2009 are \$26.4 million and The T's share, from local funds, is expected to be \$13.9 million.

There are several large non-routine capital expenditures for fiscal 2009:

- One of the projects is the *Energy Efficiency Upgrades*. The T's anticipated cost for fiscal 2009 is \$1.4 million. This project is unique, in that after implementation, The T should reduce its utility expense.
- The *Fiscal 2009 Vehicle Procurement* addresses The T's commitment to quality customer service and its increasing demand for service. We determined that there is a need to acquire 20 40-foot low floor CNG buses and 10 paratransit vehicles. The majority of this procurement will replace older buses; however, up to five will be used for system expansion. The budget for this procurement is \$9.7 million.
- The *Richland Hills Siding Improvements and Double Tracking* project is necessary to bring the existing siding at the Richland Hills TRE station to Class 4 standards. This will require new track, ties, and signals. This new siding will provide a more efficient and reliable system. The budgeted cost for this project is \$6.0 million.

These large non-routine capital expenditures are part of our annual long range planning process, and our five-year forecast.

[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 revenues and expenditures. It presents actual financial results for fiscal 2007, budgeted and forecasted information for fiscal 2008 and budgeted for fiscal 2009. The "% diff" column represents the percent difference between the fiscal 2009 budget and the fiscal 2008 forecasted results.

Operating Budget Summary

(Amounts in Thousands)

	FY 2007	FY 2008			FY 2009		
	Actual	Budget	Forecast	% Diff	Budget	\$ Diff * Inc (Dec)	% Diff * Inc (Dec)
Operating Revenues							
Fixed Route	\$ 2,701	\$ 2,820	\$ 3,368	0.0%	\$ 3,410	\$ 42	1.2%
Para-transit	713	884	952	7.7%	971	19	2.0%
TRE	969	1,156	1,188	2.8%	1,240	52	4.4%
E-Pass Net	234	178	180	1.1%	187	7	3.9%
Other Operating	302	334	330	-1.2%	358	28	8.5%
Contract Service	1,231	0	1,231	N/A	0		-100.0%
Special Service	0	0	0	N/A	0		N/A
Total Operating Revenue	4,919	5,372	6,018	12.0%	6,166	148	2.5%
Other Revenues							
Sales Tax	44,688	44,642	47,489	6.4%	48,914	1,425	3.0%
Investment	2,202	2,025	2,254	11.3%	2,100	(154)	-6.8%
Advertising	424	350	380	8.6%	400	20	5.3%
Operating Grants	13,830	12,908	12,606	-2.3%	13,684	1,078	8.6%
Capital Grant Reimbursement	15,505	28,798	12,614	-56.2%	12,514	(100)	-0.8%
Contributions from Grapevine	3,298.00	7,806.00	8,318	0.0%	8,567	249	3.0%
Contributions from Partners	3,362	2,855	1,865	N/A	3,507	1,642	88.0%
Miscellaneous	1,440	1,400	2,668	90.6%	1,400	(1,268)	-47.5%
Rental Income	850	770	905	17.5%	910	5	0.6%
Total Other Revenue	85,599	101,554	89,099	-12.3%	91,996	2,897	3.3%
Total Revenue	90,518	106,926	95,117	-11.0%	98,162	3,045	3.2%
Operating Expenses							
Salary and Benefits	26,182	28,570	28,398	-0.6%	30,574	2,176	7.7%
Services	15,221	16,865	16,279	-3.5%	18,754	2,475	15.2%
Fuels and Lubricants	3,266	3,752	4,079	8.7%	5,232	1,153	28.3%
Tires and Tubes	275	263	302	14.8%	324	22	7.3%
Maintenance Materials	2,399	2,230	2,767	24.1%	3,098	331	12.0%
Supplies and Materials	279	365	391	7.1%	368	(23)	-5.9%
Utilities	1,245	1,236	1,232	-0.3%	1,349	117	9.5%
Insurance	355	376	365	-2.9%	393	28	7.7%
Taxes and Fees	97	95	96	1.1%	98	2	2.1%
Miscellaneous	655	1,147	970	-15.4%	1,047	77	7.9%
Total Operating Expenses	49,974	54,899	54,879	0.0%	61,237	6,358	11.6%
Street Improvement Fees	1,523	78	136	74.4%	121	(15)	-11.0%
Other non-operating expense	127	-	-	-	-	-	-
Net Available for Capital Expenditures and Reserves	\$ 38,894	\$ 51,949	\$ 40,102	\$ 0	\$ 36,804		-8.2%

* Note: This is the difference between the fiscal 2009 budget and the forecasted fiscal 2008 results.

The T's budgetary control includes departmental budget and monthly reviews of budget to actual reports by department heads. The following table is the fiscal 2009 budget with comparisons to fiscal 2008 budget and actual and fiscal 2007 actual results.

Departmental Expense Budget

(amounts in thousands)

Department Name	Budget		Forecast	Actual
	Fiscal 2009	Fiscal 2008	Fiscal 2008	Fiscal 2007
Operations Administration	\$1,596	\$1,477	\$1,528	\$1,494
Revenue Vehicle Operations	14,817	13,842	13,558	12,493
Maintenance Administration	794	703	758	753
Vehicle Maintenance	7,731	6,582	7,073	5,960
Facilities Maintenance	3,130	3,053	2,923	2,742
Marketing	1,372	1,340	1,353	1,311
Planning & Scheduling	328	303	281	299
Customer Relations	856	802	811	772
Human Resources	880	788	822	645
Risk Management	1,655	1,589	1,543	1,480
Accounting	927	877	881	858
Purchasing	259	259	253	243
Information Systems	1,343	1,358	1,333	1,076
MITS Administration	1,455	1,345	1,380	1,225
MITS Vehicle Operations	6,714	5,347	5,287	4,999
MITS Maintenance	1,319	1,171	1,236	1,210
Administration	2,258	2,349	2,129	1,799
DBE	74	116	117	36
TRE	9,580	8,170	8,078	7,611
Chief Financial Officer	303	309	312	200
Project Management	390	223	227	213
	57,781	52,003	51,883	47,419
GRANT FUNDED				
Vanpool	2,440	1,969	2,191	1,712
RTDM	190	176	179	176
JARC	0	0	0	0
TCTS	120	120	120	141
NETS	706	631	508	525
	3,456	2,896	2,998	2,554
Total Expense Budget	\$61,237	\$54,899	\$54,881	\$49,973

Service Revenues

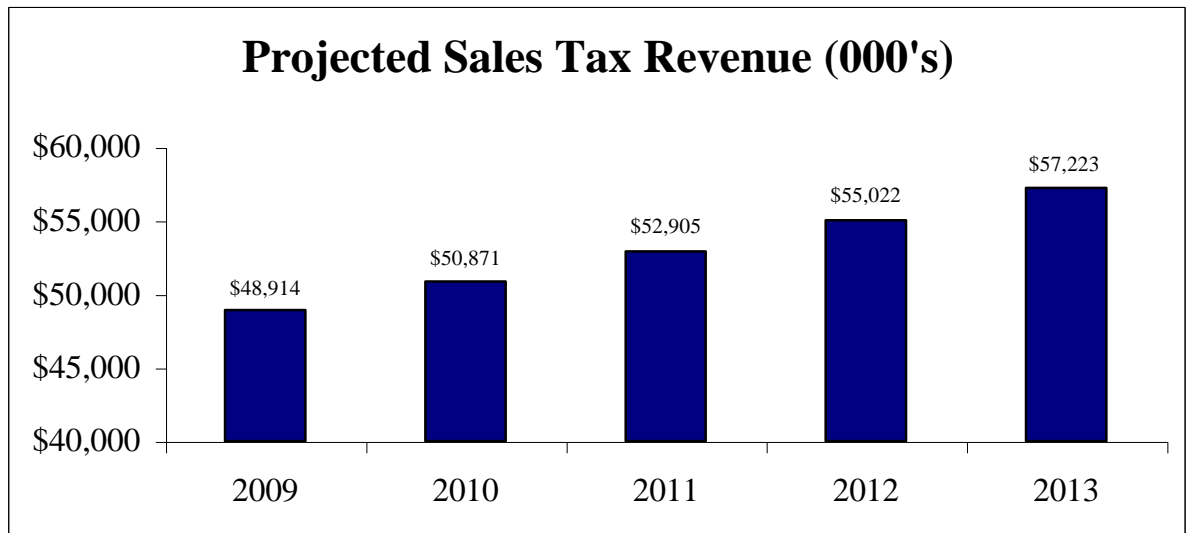
The T receives service revenues from various sources. The significant revenue sources are as follows:

- Fixed route revenue includes all farebox fees collected from passengers on fixed operating routes and passes sold 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
- E-Pass revenues are monies collected from businesses that purchase annual passes for their employees.

Other Revenues

Sales tax and grant revenues are The T's main sources of revenue and represent approximately 49.8% and 26.7%, respectively, of The T's total revenue budget. The fiscal 2009 budget also includes revenue from advertising, ITC and T&P rental fees and investment earnings. The fiscal 2009 sales tax was budgeted to increase 3.0% from the fiscal 2008 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.

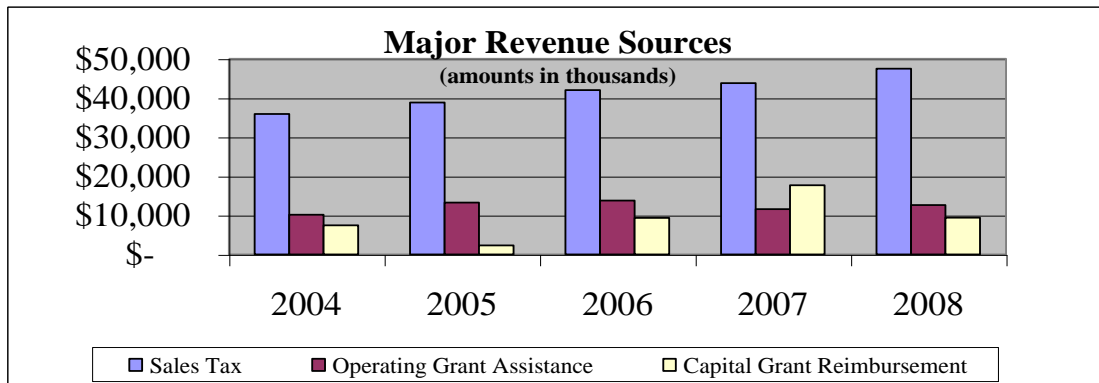
This following chart represents the projected sales tax through fiscal year 2013:



Fiscal 2009 capital grant reimbursement revenues are budgeted to remain approximately the same as in fiscal 2008. This is because federally funded capital expenditures are also expected to remain flat in fiscal 2009.

The Federal Transit Administration formula grant 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 (COG) 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 and management anticipates approximately \$12.5 million will be used for preventive maintenance costs and paratransit operations in fiscal 2009, which is an increase of approximately \$1.8 million from fiscal 2008.

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



Revenue Type	Fiscal 2004	Fiscal 2005	Fiscal 2006	Fiscal 2007	Fiscal 2008
Sales Tax Revenue	\$ 35,913	\$ 38,853	\$ 42,009	\$ 43,767	\$ 47,489
Operating Grant Assistance	10,150	13,246	13,756	11,578	12,606
Capital Grant Reimbursement	7,448	2,326	9,330	17,658	9,394
Total:	\$ 53,511	\$ 54,425	\$ 65,095	\$ 73,003	\$ 69,489

Debt Administration

As of September 30, 2008, The T had the ability to incur debt with the approval of the voters within its service area; however, there has been no such vote and The T has not incurred any outstanding debt. This debt position is the result of a conservative financial management policy, which seeks to avoid incurring debt or credit liabilities that extend beyond 30 days.

This policy is consistent with the promises made to the voters in the original service plan adopted in 1983. That plan states that The T will only issue bonds in accordance with its

authorizing legislation. If bond issues are necessary, a public referendum will be held as required by this section of the law. In order to avoid the use of bonds, The T anticipates major financial needs and pays for them through continuing investment and by aggressively seeking all available federal grant funding.

Cash Management and Investments

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

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

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

- A. Obligations of, or guaranteed by, governmental entities, including obligations of the United States or its agencies and instrumentalities;
- B. Certificate of Deposit;
- C. Fully collateralized repurchase agreements;
- D. Bankers' acceptances rated not less than A-1 or P-1;
- E. Commercial paper rated not less than A-1 or P-1;

F. Mutual funds meeting certain specified conditions; or

G. Investment pools if authorized by resolution approved by the Board of Directors.

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

Five-Year Financial Forecast

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

(amounts in thousands)	Adopted		Forecast			
	Forecast FY2008	Budget FY2009	FY2010	FY2011	FY2012	FY2013
Total Operating Revenues	\$ 73,020	\$ 74,074	\$ 76,243	\$ 78,847	\$ 81,413	\$ 84,569
Total Operating Expenses	54,879	61,237	65,091	69,889	75,059	87,938
Street Improvement Fees	136	121	125	128	132	136
Net Operating Surplus	18,005	12,716	11,027	8,830	6,222	(3,505)
Contribution from rail project partners	8,318	8,567	8,737	8,999	9,269	9,547
Increase in fund balance before capex	26,323	21,283	19,764	17,829	15,491	6,042
Beginning Fund Balance	54,681	75,502	77,943	72,443	62,199	50,159
Funds Available for Capital Expenditures	81,004	96,785	97,707	90,272	77,690	56,201
Capital Expenditures, net	3,908	16,449	4,569	5,140	3,906	4,344
Capital Expenditures Rail Expansion, net	1,594	2,393	20,695	22,933	23,625	34,577
Ending Funds Available for Capital	\$ 75,502	\$ 77,943	\$ 72,443	\$ 62,199	\$ 50,159	\$ 17,280

The following table represents the summary of budgeted positions for fiscal 2009 compared to actual positions for 2008 and 2007. The positions represent full time equivalents.

Summary of Positions

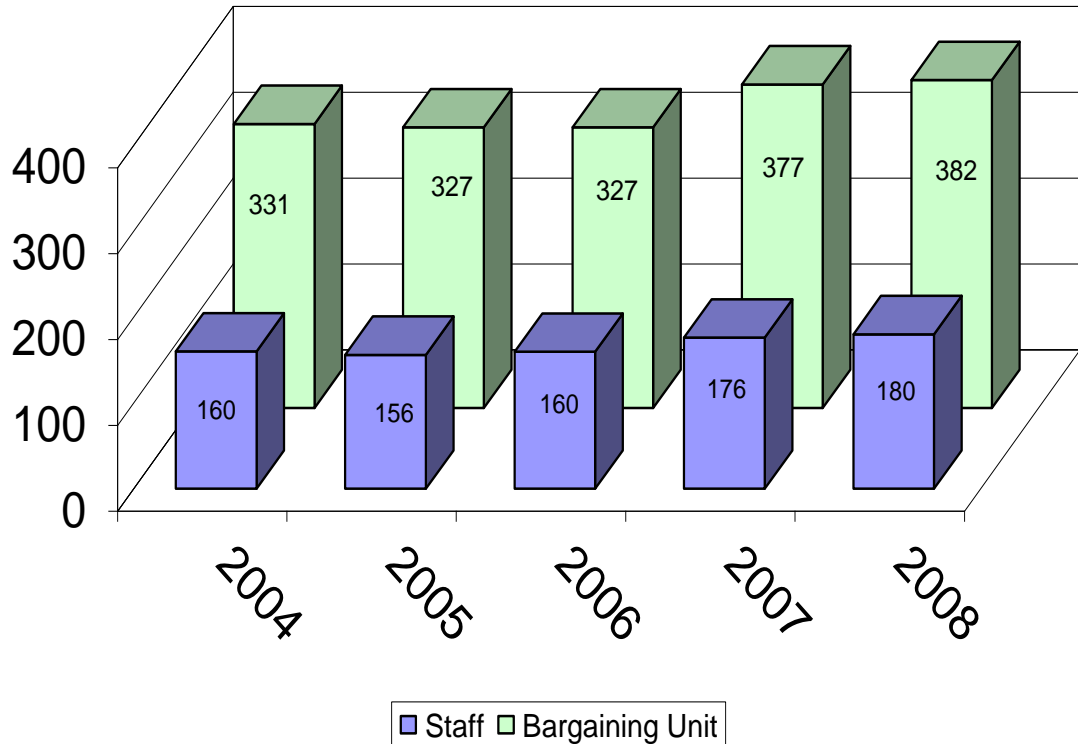
Fiscal Years	Actual 2007	Actual 2008	Budget 2009
Administration Departments:			
<u>Administration:</u>			
Executive Administration	11.0	12.0	12.0
Project Management	2.0	2.0	3.0
<u>Customer Relations</u>	18.0	18.5	18.5
<u>Finance:</u>			
Accounting	11.5	12.0	12.5
Procurement and Contract Admin	3.5	3.5	3.5
Chief Financial Officer	2.0	2.0	2.0
<u>Human Resources:</u>			
Human Resources	7.5	7.5	7.5
Risk Management	12.5	12.5	12.5
<u>Information Systems</u>	9.5	9.0	9.0
<u>Maintenance:</u>			
Maintenance Administration	11.0	10.0	11.0
Facilities Maintenance	28.5	30.0	32.0
<u>Marketing</u>	5.0	5.0	5.0
<u>MITIS Administration</u>	20.0	20.0	20.0
<u>Operations Administration</u>	18.5	18.5	18.5
<u>Planning</u>	4.0	4.0	4.0
<u>Trinity Railway Express</u>	2.0	3.0	3.0
Total Administration	166.5	169.5	174.0
Operating Departments:			
<u>MITIS:</u>			
MITIS Operations	37.5	44.0	55.0
MITIS Maintenance Vehicle	11.0	10.0	12.0
<u>Fixed Route Operations:</u>			
Bus Operations	197.5	208.5	225.0
Maintenance Vehicle	81.0	90.0	90.0
Total Operating	327.0	352.5	382.0
Total Administration and Operating			
Grant-funded Programs:			
<u>Vanpool</u>	1.0	2.0	3.0
<u>RTDM</u>	3.0	3.0	3.0
<u>Jobs Access</u>	-	-	-
<u>Tarrant County Transit Services</u>	-	-	-
<u>Northeast Transportation Service</u>	-	-	-
Total Grant Funded	4.0	5.0	6.0
Total	497.5	527.0	562.0

Discussion of Summary of Positions

The following is a summary of significant staffing changes in the fiscal year 2009 budget.

- ***MITS Operations and Bus Operations:*** The increase from fiscal 2008 actual to fiscal 2009 budget is the result unfilled fiscal 2008 budgeted positions as of September 30, 2008. We will be adding (5) new positions for MITS Operations for fiscal 2009. These positions will be filled in the coming months to help minimize overtime costs.
- ***Maintenance Administration:*** There will be (1) position added for Fiscal 2009. There are (2) part-time parts room clerks, which will be changed to fulltime.
- ***Project Management:*** There will be a new rail project manager added in fiscal 2009 to handle the increasing work due to the new rail line.
- ***Vanpool:*** There will be a new position added due to the increase in vanpools in fiscal 2008 and 2009.
- ***Accounting:*** There will be a part-time account clerk position, which will be turned into fulltime, due to an increase in accounts receivable.

Employment Levels 5 Year Actuals



Capital

The T's capital projects are funded primarily 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 fiscal 2009 budgeted capital expenditures are \$85.8 million and approximately 57.6% of this amount funded by federal grants.

The capital projects in the fiscal 2009 budget are summarized in the "Capital Budget" section. Capital investment for years beyond fiscal 2009 relate primarily to the Southwest to Northeast Rail Project (SW2NE), TRE improvements, replacement of aging buses, maintaining capital assets, and upgrading existing assets.

The most significant capital project for fiscal 2009 will be the completion of the Southwest-to-Northeast Environmental Impact Study (EIS) and Conceptual Design project. The Alternative Analysis was completed in fiscal 2007 and the EIS study should be completed in early fiscal 2009. The National Environmental Policy Act of 1969 requires this study. Conceptual design may be combined with this effort. The T is required to prepare detailed

analyses of any capital project such as a proposed rail line that significantly affect the quality of the environment.

The SW2NE Land Acquisition project is for the purpose of purchasing various pieces of property along the proposed rail corridor. This land will be used for stations, parking or for future use along the proposed route.

The Richland Hills Siding Improvements & Double Tracking project is upgrading the existing siding (or existing piece of track), which will help the efficiency of our train service. This will allow either our trains or freight trains to move to the new siding for greater speed.

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 2009 will be less than budget.

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**FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2009
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

	Total Budget	Federal Share	Other Share	Local Share
<u>FY 2008 Projects to be carried over to FY 2009:</u>				
<u>Bus Maintenance</u>				
Energy Efficiency Upgrades	\$ 1,400	\$ -	\$ -	\$ 1,400
CNG Annex (Cover with Gantry Crane)	85	-	-	85
<u>Trinity Railway Express / Other Rail</u>				
CentrePort Improvements	23,344	15,975	4,697	2,674
Southwest / Northeast EIS/PE	9,600	7,680	-	1,920
Southwest / Northeast Land Acquisitions - Various	6,000	-	-	6,000
Richland Hill Siding Improvements & Double Tracking	6,000	4,800	-	1,200
TRE Train Set Phase I	1,300	-	-	1,300
Eules South Main Bridge Repair	3,500	-	3,250	250
TRE PIS Upgrades	375	300	-	75
Enlarged Precinct Line Road Crossing	250	200	-	50
<u>Other</u>				
Hyde Park Transit Plaza - Construction	4,344	3,475	434	434
Intelligent Transportation System	2,345	1,876	-	469
RH TRE Park & Ride Access and Parking Improvements	2,000	800	-	1,200
Sierra Vista Transit Plaza	1,288	1,030	-	258
Downtown Passenger Shelters	954	688	-	266
Far North Fort Worth Park & Ride	834	667	-	167
Fitness Center Building	800	-	-	800
Enhanced Bus Corridor (includes Signal Priority)	1,416	1,133	-	283
ADA Accessible Bus Stops	395	316	-	79
Security System Upgrades - HRP Facilities	323	48	-	275
Records Management System	300	-	-	300
ITS Communication System	277	222	-	55
Mincom Ellipse Upgrade	255	-	-	255
IT System Enhancements (Network Upgrades)	225	75	-	150
Ninth Street Improvements	188	-	-	188
7th Street Landscape & Parking Lot Improvements	150	-	-	150
TVM Software Upgrade	100	-	-	100
Furniture Upgrade	50	-	-	50
Bus Stop Signs - FY08	40	32	-	8
Fitness Center Equipment	15	-	-	15
HRP Train Room Equipment	15	-	-	15
Total FY08 Project Carried Over to FY09	68,168	39,317	8,381	20,471



**FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2009
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

	Total Budget	Federal Share	Other Share	Local Share
<u>FY 2008 Projects to be carried over to FY 2009:</u>				
<u>Bus Maintenance</u>				
FY09 Vehicle Procurement	9,700	8,051	-	1,649
Capital Maintenance - T Facilities FY09	501	400	-	100
FY09 Miscellaneous Equipment & Repair	391	-	-	391
Parking Lot & Bus Lot Repairs - FY09	200	-	-	200
Maintenance Vehicles	113	-	-	113
<u>Trinity Railway Express / Other Rail</u>				
Tower 60 Trinity River Bridge Project	13,450	-	9,610	3,840
TRE Capital Maintenance - FY09	4,000	-	-	4,000
Bi-level Rolling Stock Procurement	2,500	1,000	-	1,500
Eules & South Main Road Expansion	414	-	-	414
ITC Powered Rail Switch for TRE	500	-	-	500
Hurst Bell - Additional Parking Spaces	450	360	-	90
T&P Parking Expansion	350	280	-	70
ITC Platform Improvement (Mini-high)	200	-	-	200
<u>Other</u>				
TVM Purchase	1,500	-	-	1,500
IT Support System Improvements	100	-	-	100
Total "New" FY09 Projects	34,369	10,091	9,610	14,667
Grand Total - All Projects	\$ 102,537	\$ 49,408	\$ 17,991	\$ 35,138

Project Title: Energy Efficiency Upgrades

Description of Project:

This project is necessary to improve the energy efficiency of The T's facilities. An energy consultant who will guarantee the energy savings identified in an energy audit will perform the work. The project can be financed through the Texas Energy Conservation Office and payments will be established based on expected savings. Most of the large cities and school districts in Texas have completed one or more of these projects. These projects typically save 10% to 20% of an entity's utility expense.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,400,000	Sales tax	None
Prior Year Actual Expenses	-	Federal	1,400,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 1,400,000		

Operating budget effect:

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

Project Title: CNG Annex – Cover with Gantry Crane

Description of Project:

Project provides for construction of a roof covering extending the length of the CNG engine and compressor annex with a Gantry crane installed. This will allow for removal of the enclosures for each individual unit and provide extra ventilation capacity to keep all units of the annex from overheating during the summer months.

Schedule of project cost:		Source of funding:	
Total budget	\$ 85,000	Sales tax	\$ 85,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 85,000		

Operating budget effect:

Routine capital maintenance, local funding resulting in a system that operates in a better environment.

Project Title: CentrePort Improvements

Description of Project:

This project represents the removal of the existing embankment and it replaces with two bridges. The first bridge will divert the TRE to the southern bridge while the remaining fill is removed to allow the second bridge to be constructed on the current track alignment. The scope includes work that is complimentary to future double tracking. This project calls for the construction of a turnout east of the highway 360 Bridge and a second track south of the existing track through CentrePort via a second turnout at Valley View Road. It will also add a second platform at CentrePort, south of the existing platform, to serve as the second track.

Schedule of project cost:

Total budget	\$ 23,343,750	Sales tax	\$ 2,671,879
Prior Year Actual Expenses	22,843,750	Federal	15,974,992
		Other	4,696,879

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

Fiscal 2009	\$ 500,000
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Operating budget effect:

This is non-routine capital, due to soil erosion, enabling future doubling tracking & better on-time performance.

Project Title: SW2NE Environmental Impact Study (EIS) & Preliminary Engineering

Description of Project

This project is part of The T's Southwest to Northeast commuter rail expansion project. The EIS, which follows The T's completed SW2NE Alternative Analysis, is required by the National Environmental Policy Act of 1969. Conceptual design may be combined with this effort. The T is required to prepare detailed analysis of any capital project such as a proposed rail line that significantly affects the quality of the environment.

Schedule of project cost:

Total budget	\$ 9,600,000	Source of funding:	
Prior Year Actual Expenses	4,893,647	Sales tax	\$ 1,920,000
		Federal	7,680,000
		Other	-

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

Fiscal 2009	\$ 4,706,353
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Operating budget effect:

Non-routine capital expenditure for a proposed rail line, with federal, local and partner funding.

Project Title: SW2NE Land Acquisitions - Various

Description of Project

This project is necessary to have capital budget funding available for land acquisitions for the Southwest to Northeast rail corridor. Land acquisitions will primarily be used for rail stations and related parking at sites still to be determined.

Schedule of project cost:		Source of funding:	
Total budget	\$ 6,000,000	Sales tax	\$ 6,000,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 6,000,000		

Operating budget effect:

Non-routine capital, various land purchases with federal, local and partner funding, no fiscal 2009 impact on the operating budget.

Project Title: Richland Hills Siding Improvements & Double Tracking

Description of Project:

This project is for double tracking and siding improvement on the TRE corridor between the Richland Hills Station to the Midway Road bridge.

Schedule of project cost:		Source of funding:	
Total budget	\$ 6,000,000	Sales tax	\$ 1,200,000
Prior Year Actual Expenses	396	Federal	4,800,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 5,999,604		

Operating budget effect:

Non-routine capital expansion will provide greater efficiency for our trains with federal & local funds, and slightly higher maintenance costs.

Project Title: TRE Train Set Phase I

Description of Project:

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

Schedule of project cost:

Total budget	\$ 1,300,000	Sales tax	\$ 1,300,000
Prior Year Actual Expenses	45,306	Federal	None
		Other	None

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

Fiscal 2009	\$ 1,254,694
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Operating budget effect:

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

Project Title: Eules South Main Bridge Repair

Description of Project:

In September 2008, the two bridges at Eules and South Main roads were burned in a fire. One of the bridges was out of commission. The other could be used at reduced speed. An emergency procurement was made to repair these bridges. The repair cost will be funded through insurance proceeds.

Schedule of project cost:

Total budget	\$ 3,500,000	Source of funding:	
Prior Year Actual Expenses	-	Sales tax	\$ 250,000
		Federal	None
		Other	3,250,000

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

Fiscal 2009	\$ 3,500,000
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Operating budget effect:

Routine capital maintenance, local funds, no annual operating budget effect.

Project Title: TRE PIS Upgrades

Description of Project:

This project is to upgrade The T's TRE passenger information system (PIS). This upgrade is necessary to be compatible with DART new PIS.

Schedule of project cost:		Source of funding:	
Total budget	\$ 375,000	Sales tax	\$ 75,000
Prior Year Actual Expenses	8,950	Federal	300,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 366,050		

Operating budget effect:

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

Project Title: Enlarge Precinct Line Road Crossing

Description of Project:

Provide local match toward cost of new TRE grade crossing with the City of Fort Worth's planned widening and re-alignment of Precinct Line Road.

Schedule of project cost:		Source of funding:	
Total budget	\$ 250,000	Sales tax	\$ 50,000
Prior Year Actual Expenses	-	Federal	200,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 250,000		

Operating budget effect:

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

Project Title: Hyde Park Transit Plaza

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 4,343,602	Sales tax	\$ 434,360
Prior Year Actual Expenses	2,780,762	Federal	3,474,882
		Other	434,360
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 1,562,840		

Operating budget effect:

Non-routine capital expenditure, federal, local and other funding sources will be used. No additional maintenance costs will be necessary in fiscal 2009.

Project Title: Intelligent Transportation Systems

Description of Project:

The Intelligent Transportation System includes cameras and digital video recorders. Phase II will also include automatic passenger counters. Mobile data terminals and global positioning capabilities will be linked to an integrated computer system. The camera system on The T's buses will add security and customer service to the system.

Schedule of project cost:		Source of funding:	
Total budget	\$ 2,344,703	Sales Tax	\$ 468,941
Prior Year Actual Expenses	1,053,318	Federal	1,875,762
		Other	
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 1,291,385		

Operating budget effect:

This is a non-routine capital project, with an additional annual service contract added into the operating budget. This also includes dedicated personnel during implementation. Both federal and local funds have been used.

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

Description of Project:

This project is for the realignment of Burns Street. It is a joint venture between The T and the City of Richland Hills. The project will reduce the delays caused by entering and exiting the TRE Richland Hills Station parking lot and will improve customer satisfaction.

Total budget	\$ 2,000,000	Sales tax	\$ 200,000
Prior Year Actual Expenses	887	Federal	800,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 1,999,113		

Operating budget effect:

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

Project Title: Sierra Vista Transit Plaza

Description of Project:

This project is for a transfer center on the southeast side of our service area. It will be built in conjunction with a new housing and retail development in the area.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,288,000	Sales tax	\$ 257,600
Prior Year Actual Expenses	-	Federal	1,030,400
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 1,288,000		

Operating budget effect:

Non-routine capital project, no increase to the operating budget with federal & local funds

Project Title: Downtown Passenger Shelters

Description of Project:

This project is for the modernization of Houston and Throckmorton Streets bus shelters as well as other downtown locations.

Schedule of project cost:		Source of funding:	
Total budget	\$ 954,479	Sales tax	\$ 266,234
Prior Year Actual Expenses	130,879	Federal	688,245
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 823,600		

Operating budget effect:

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

Project Title: Far North Fort Worth Park & Ride

Description of Project:

This project is for the purchase of land and the design and construction of a Park & Ride in far north Fort Worth near the Alliance Corridor.

Schedule of project cost:		Source of funding:	
Total budget	\$ 834,000	Sales tax	\$ 166,800
Prior Year Actual Expenses		Federal	667,200
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2008	\$ 834,000		

Operating budget effect:

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

Project Title: Fitness Center Building

Description of Project:

This project is for the construction of a new fitness center building. Figures are based on \$114.29 per foot. Building specifications: 35 x 25 Locker Room = 875 sq foot, 63 x 30 Cardiovascular and Resistance Training Room = 1890 sq foot, 20 x 20 Aerobics Room = 400 sq foot, 8 x 8 Office = 64 sq foot, 16 x 20 Storage/Utility/Custodial Closet = 320 sq foot. Total footage of fitness center is 3549 or approx 3500 sq ft.

Schedule of project cost:

Total budget	\$ 800,000	Sales tax	\$ 800,000
Prior Year Actual Expenses	17,787	Federal	None
		Other	None

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

Fiscal 2009	\$ 782,213
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Operating budget effect:

Non-routine capital project with local funding. The additional square feet will increase monthly utilities, which are included in the fiscal 2009 operating budget. Some of the benefits will be decreased number of sick days lost per employee and less on the job injuries, which will reduce overall healthcare costs and premiums.

Project Title: Enhanced Bus Corridor (includes Signal Priority)

Description of Project:

The purpose of this project is to make improvements along The T's main bus routes. These improvements include upgraded shelters and lighting. It also includes advanced traffic signal technologies. Signal priority will improve our bus schedule adherence, reduce delays and improve transit efficiency. The initial focus will be on routes 1 and 2. These routes contain 40% of The T's total fixed bus ridership.

Schedule of project cost:

Total budget	\$ 1,415,699	Sales tax	\$ 283,140
Prior Year Actual Expenses	-	Federal	1,132,559
		Other	None

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

Fiscal 2009	\$ 1,415,699
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Operating budget effect:

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

Project Title: ADA Accessible Bus Stops

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 395,000	Sales tax	\$ 79,000
Prior Year Actual Expenses	-	Federal	316,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 395,000		

Operating budget effect:

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

Project Title: Security System Upgrades – HRP Facilities

Description of Project:

This project is necessary to upgrade The T's facility security. There is a need for additional cameras to support surveillance at the HRP and surrounding buildings and parking areas. Additionally, controlled accesses to certain areas, fence enhancement (to include razor-wire), increased lighting will be considered in the final design.

Schedule of project cost:		Source of funding:	
Total budget	\$ 323,000	Sales tax	\$ 275,000
Prior Year Actual Expenses	-	Federal	48,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 323,000		

Operating budget effect:

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

Project Title: Records Management System

Description of Project:

This project is for a document imaging system that will help reduce paper storage dependence and help us meet record retention requirements.

Schedule of project cost:

Total budget	\$	300,000	Sales tax	\$	300,000
Prior Year Actual Expenses		13,160	Federal		None
			Other		None

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

Fiscal 2009	\$	286,840
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Operating budget effect: Maintenance Costs

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

Project Title: ITS Communication Systems

Description of Project:

This project provides for the improvements to the network infrastructure due to the overload of existing network resources. The network routers, switches, and other various components of the network infrastructure will be upgraded to handle the bandwidth capacity necessary to support the new security camera system.

Schedule of project cost:

Total budget	\$	277,000	Source of funding:		
Prior Year Actual Expenses		35,996	Sales tax	\$	55,400
			Federal		221,600
			Other		None

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

Fiscal 2009	\$	241,004
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Operating budget effect:

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

Project Title: Mincom Ellipse Upgrade

Description of Project:

The current Enterprise Resource Planning system is Mincom Ellipse 5.2.3.6, which will be de-supported in the near future. It is critical that we migrate to the current version of Ellipse to avoid losing our maintenance and support services on our capital investment. This project will require assistance from an outside consulting firm to ensure a seamless cutover with minimal production downtime. The software will also be migrated to our new hardware platform called the Blade Environment. This will allow 100% system availability with automatic failover protection and data redundancy.

Schedule of project cost:		Source of funding:	
Total budget	\$ 255,000	Sales tax	\$ 255,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 255,000		

Operating budget effect:

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

Project Title: IT System Enhancements (Network Upgrades)

Description of Project:

This project is for the network server upgrade (\$150,000) and various other components of our network infrastructure (\$75,000).

Schedule of project cost:		Source of funding:	
Total budget	\$ 225,000	Sales tax	\$ 150,000
Prior Year Actual Expenses	102,463	Federal	75,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 122,537		

Operating budget effect:

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

Project Title: Ninth Street Improvements

Description of Project:

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

Total budget	\$	187,500	Sales tax	\$	187,500
Prior Year Actual Expenses		105,361	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2009	\$	82,139			

Operating budget effect:

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

Project Title: 7th Street Landscape and Parking Lot Improvements

Description of Project:

This project includes landscaping, lot resurfacing and re-striping at our lot on 7th and Spur 280. This will make our lot more useful for ITC overflow parking and more compatible with downtown development.

Total budget	\$	150,000	Sales tax	\$	150,000
Prior Year Actual Expenses		-	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2009	\$	150,000			

Operating budget effect:

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

Project Title: TVM Software Upgrade

Description of Project:

This project is for the purchase of software that will be customer oriented and will reduce the number of screens per transaction. It also includes Braille panels for the visually impaired.

Schedule of project cost:

Total budget	\$	100,000	Sales tax	\$	100,000
Prior Year Actual Expenses			Federal		None
			Other		None

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

Fiscal 2009	\$	100,000
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Operating budget effect:

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

Project Title: Furniture Upgrades

Description of Project:

This project is for the replacement of desk chairs, which are beyond their useful life.

Schedule of project cost:

Total budget	\$	50,000	Sales tax	\$	50,000
Prior Year Actual Expenses		-	Federal		None
			Other		None

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

Fiscal 2009	\$	50,000
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Operating budget effect:

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

Project Title: Bus Stop Signs – FY09

Description of Project:

This project is a multi-year project for the purchase and installation of new bus stop signs in our service area.

Schedule of project cost:		Source of funding:	
Total budget	\$ 40,000	Sales tax	\$ 8,000
Prior Year Actual Expenses	28,940	Federal	32,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 11,060		

Operating budget effect:

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

Project Title: Fitness Center Equipment

Description of Project:

This project is for the purchase of replacement equipment for the fitness center.

Schedule of project cost:		Source of funding:	
Total budget	\$ 15,000	Sales tax	\$ 15,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 15,000		

Operating budget effect:

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

Project Title: HRP Training Room Equipment

Description of Project:

This project is to upgrade the training room equipment to be the same as the Board Room. This will allow for more efficiency and less complications.

Schedule of project cost:		Source of funding:	
Total budget	\$ 15,000	Sales tax	\$ 15,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 15,000		

Operating budget effect:

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

Project Title: FY09 Vehicle Procurement

Description of Project:

In order to address The T's commitment to quality customer service and its increasing demand for service, we determined that there is a need to acquire 20 40-foot low floor CNG buses and 10 paratransit vehicles. The majority of this procurement will replace older buses; however, up to five will be used for system expansion.

Schedule of project cost:		Source of funding:	
Total budget	\$ 9,700,000	Sales tax	\$ 1,649,000
Prior Year Actual Expenses	-	Federal	8,051,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 9,700,000		

Operating budget effect:

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

Project Title: FY09 Capital Maintenance – T Facilities

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	\$ 500,500	Sales tax	\$ 100,100
Prior Year Actual Expenses	-	Federal	400,400
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 500,500		

Operating budget effect:

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

Project Title: Miscellaneous Equipment & Repair - FY09

Description of Project:

This project is for the purchase of miscellaneous equipment and / or repair such as a engine rebuild kits, a brake lathe vacuum, chassis dynamometer room conversion, etc.

Schedule of project cost:		Source of funding:	
Total budget	\$ 391,200	Sales tax	\$ 391,200
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 391,200		

Operating budget effect:

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

Project Title: Parking & Bus Lot Concrete/Asphalt Repairs – FY09

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	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 200,000		

Operating budget effect:

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

Project Title: Maintenance Vehicles

Description of Project:

This project is for the purchase of one all terrain utility vehicle, ticket vending machine response truck, service truck for the electronics shop.

Schedule of project cost:		Source of funding:	
Total budget	\$ 113,000	Sales tax	\$ 113,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 113,000		

Operating budget effect:

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

Project Title: Tower 60 Trinity River Bridge Project

Description of Project:

This project is part of the SW2NE rail corridor. A bridge over the Trinity River is necessary along this section to tract to separate the passenger rail from the freight traffic. Funding has been approved from the North Texas Tollway Authority toll credit allocation.

Schedule of project cost:

Total budget	\$ 13,450,000	Sales tax	\$ 3,840,000
Prior Year Actual Expenses	-	Federal	-
		Other	9,610,000

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

Fiscal 2009	\$ 300,000
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Operating budget effect:

This is non-routine capital, and due to the long-nature of this project, there is no impact on fiscal 2009 operating expenses.

Project Title: TRE Capital Maintenance - FY09

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 fiscal 2009 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:

Total budget	\$ 4,000,000	Source of funding:	
Prior Year Actual Expenses	-	Sales tax	\$ 4,000,000
		Federal	None
		Other	None

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

Fiscal 2009	\$ 4,000,000
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Operating budget effect:

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

Project Title: Bi-level Rolling Stock Procurement

Description of Project:

This project is for the purchase of TRE rolling stock. The T and DART will jointly purchase two bi-level coaches. This purchase will be partially funded with a federal grant.

Schedule of project cost:		Source of funding:	
Total budget	\$ 2,500,000	Sales tax	\$ 1,500,000
Prior Year Actual Expenses	-	Federal	1,000,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 2,500,000		

Operating budget effect:

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

Project Title: Euless & South Main Road Expansion

Description of Project:

This is a City of Fort Worth project. The T has agreed to share in the local match as the project includes improvements to the TRE bridge over Euless and South Main Road.

Schedule of project cost:		Source of funding:	
Total budget	\$ 414,000	Sales tax	\$ 414,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 414,000		

Operating budget effect:

Non-routine capital and there is no impact on the operating budget.

Project Title: ITC Powered Rail Switch

Description of Project:

This project is for the conversion and relocation of the existing manual switch, located opposite the South Pavilion on the TRE track to power remote operation. This is required to utilize the second platform at the ITC.

Schedule of project cost:		Source of funding:	
Total budget	\$ 500,000	Sales tax	\$ 500,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 500,000		

Operating budget effect:

Non-routine capital, federal and local funding, this is required to utilize the second platform at the Intermodal Transportation Center (ITC), no impact on the operating budget.

Project Title: Hurst Bell – Additional Parking Spaces

Description of Project:

This project is for additional parking at the TRE Hurst Bell Station. The additional parking will be built on existing TRE right-of-way. In addition to concrete and landscaping, the cost will include clearing the area and bringing in fill dirt to level out the property.

Schedule of project cost:		Source of funding:	
Total budget	\$ 450,000	Sales tax	\$ 360,000
Prior Year Actual Expenses	-	Federal	90,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 450,000		

Operating budget effect:

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

Project Title: T & P Parking Expansion

Description of Project:

This project is for additional parking at the TRE T&P Station. The cost of the additional parking will primarily be for concrete, striping and landscaping.

Schedule of project cost:		Source of funding:	
Total budget	\$ 350,000	Sales tax	\$ 70,000
Prior Year Actual Expenses	-	Federal	280,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 350,000		

Operating budget effect:

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

Project Title: ITC Platform Improvement (Mini-high)

Description of Project:

This project is necessary to use the east TRE platform at the ITC Station. The mini-high is necessary to allow ADA passengers easy boarding on TRE train cars. This platform is not currently used by TRE, as there is no ADA boarding capability.

Schedule of project cost:		Source of funding:	
Total budget	\$ 200,000	Sales tax	\$ 200,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 200,000		

Operating budget effect:

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

Project Title: TVM Purchase

Description of Project:

This project is for procurement of ticket vending machines (TVM) along the TRE corridor. The existing TVM's are older technology and are expensive to maintain.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,500,000	Sales tax	\$ 1,500,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 1,500,000		

Operating budget effect:

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

Project Title: IT Support System Improvements

Description of Project:

This project is for the upgrade and/or replacement of IT managed systems to support functions throughout the company. Primary among these systems to be replaced are the phone line recording system (CallRex – approximately \$22,000) and the Help Desk ticketing/asset monitoring system (Triactive – approximately \$14,000). Other, smaller, systems will be upgraded or replaced to improve functionality for a combined estimated cost of \$14,000. Also included is \$50,000 Interface for Benefit Harbor.

Schedule of project cost:		Source of funding:	
Total budget	\$ 100,000	Sales tax	\$ 100,000
Prior Year Actual Expenses	-	Federal	1,200,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 50,000		
Fiscal 2010	\$ 50,000		

Operating budget effect:

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

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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. Plural: “*Alighting*.”

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

Board – To go onto or into a transit vehicle. Plural: “*Boardings*.”

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Fare – Payment in the form of coins, bill, tickets and tokens collected for transit rides.

Fare Box – A device that accepts coins, bills tickets and tokens 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.

Intermodal – Switching from one form of transportation to another.

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

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

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

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

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

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

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

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

Service Area – A geographic area provided with transit service.

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

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

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

Vehicle Miles- Number of miles traveled by a vehicle.

Zone Fares – Different fares for different regions of service.

Transit Acronyms

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

ADA	Americans with Disabilities Act
APTA	American Public Transportation Association
CBD	Central Business District
CIP	Capital Improvement Plan
CMAQ	Congestion Mitigation and Air Quality
CNG	Compressed Natural Gas
COG	Council of Governments (also NTCOG)
DBE	Disadvantaged Business Enterprise
DART	Dallas Area Rapid Transit
ECA	Executive Committee Action (the T)
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
FWTA	Fort Worth Transportation Authority
FY	Fiscal Year
ILA	Interlocal Agreement
IR	Informal Report
ITC	Intermodal Transportation Center
MITS	Mobility Impaired Transportation Service
MITSAC	Mobility Impaired Transportation Service Advisory Committee
MPO	Metropolitan Planning Organization
MTA	Metropolitan Transit Agencies
NCTCOG	North Central Texas Council of Governments (also COG)
NTC	North Texas Commission
RTA	Regional Transportation Authority
STP-MM	Surface Transportation Program – Metropolitan Mobility
SWTA	Southwest Transit Association
TIP	Transportation Improvement Program
TOD	Transit Oriented Development
TRE	Trinity Railway Express
TTA	Texas Transit Association
TXDOT	Texas Department of Transportation
USDOT	United States Department of Transportation

Fort Worth Transportation Authority
Fare Structure
October 1, 2008

Bus Single Ride Fares:

Base and Local TRE Service (Fort Worth to Centreport)	\$ 1.50
Premium TRE Service (Fort Worth and Dallas)	2.50
Reduced Fare	.75

Day Pass Fares:

Local Day Pass (Fort Worth to CentrePort)	3.00
Premium Day Pass (Fort Worth and Dallas)	5.00
Reduced Day Pass *	1.50

Weekly Pass:

Local	15.00
Reduced *	7.50

Monthly Pass:

Local	50.00
Premium	80.00
Reduced	25.00

Para Transit:

MITS Single Ride Fare	2.75
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Employer Passes (Available only through employers and subject to minimum quantities):

Local E-Pass 1-49 employees	80.00
Local E-Pass 50-249 employees	70.00
Local E-Pass 250+ employees	50.00
Premium E-Pass 1-49 employees	140.00
Premium E-Pass 50-249 employees	120.00
Premium E-Pass 250+ employees	100.00

* Reduced fare is valid for persons over 65 years of age with a valid T photo card or a Medicare card, children 5-14 traveling with a parent or guardian, disabled persons with a valid T photo ID card and high school students with valid T photo ID card. This fare includes Fort Worth and Dallas bus and rail.

