

# BUSINESS PLAN AND ANNUAL BUDGET



**For The Fiscal Year  
2012**

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





# FORT WORTH TRANSPORTATION AUTHORITY

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**FORT WORTH  
TRANSPORTATION  
AUTHORITY  
2012 Board of Directors**



2012 Board Members include seated from bottom left: Jeff Ritter, Gary Havener-Secretary, Rosa Navejar-Vice Chair, and Gary Cumbie-Chair. Standing left to right: Reby Cary, Mike Brennan, Jesse Martinez, Bob Jameson and Janet Saltgiver.

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# THE FORT WORTH TRANSPORTATION AUTHORITY

## 2012 BUSINESS PLAN & ANNUAL BUDGET

### *Letter from the President*

December 2011

I am pleased to present the fiscal 2012 Fort Worth Transportation Authority (The T) Business Plan and Annual Budget. The Plan and Budget represent The T's guide for providing economical and efficient transportation to the citizens of our service area and member cities. It also documents planned capital expenditures, which will further enhance The T's ability to provide efficient transportation service. The T's Strategic Plan, which was originally adopted in 2005 and was recently updated, has been used to help guide the staff in the development of goals outlined in this plan. This Business Plan then becomes the annual operational guide for implementing our Strategic Plan.

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

### **Business Plan**

The fiscal 2012 Business Plan was developed through a series of meetings during the fiscal year, including planning sessions with our Board of Directors and senior staff. During those sessions, the Strategic Plan was used to develop our fiscal 2012 goals. The department heads then applied the strategic goals to their areas and developed departmental Business Plans. The combination of the departmental business plans represent The T's fiscal 2012 Business Plan, which drives The T's Annual Budget and formalizes The T's vision for the year and beyond.

The T's Business Plan's primary focus is on increasing ridership, both in the short-term through service improvements, marketing, and other enhancements and in the long-term through projects relating to developing a regional transit network, more commuter rail corridors, and regional cooperation. The T has committed to implement a new commuter rail corridor in Tarrant County from Southwest Fort Worth through the City of Grapevine and into DFW Airport. This project's name was changed in 2011 to TEX Rail from the Southwest-to-Northeast rail project.

This is a major multi-year project that requires significant staff resources as well as regional cooperation and coordination. It will cost over \$600 million to complete and will be funded with a combination of federal, state, and local grants and contributions, including a FTA New Starts grant in excess of \$400 million. The T has developed a comprehensive 25 year financial plan to document its ability to complete TEX Rail and to continue to improve its current bus and commuter rail operations.

The T achieved significant milestones in the TEX Rail project during fiscal 2011, including the initial FTA News Starts full funding grant agreement submittal and executing a multi-year contract with CH2MHILL to provide program management. Fiscal 2012 will also be a significant year for the 37-mile TEX Rail project. We will continue work on the Final Environmental Impact Statement (FEIS), begin preliminary engineering, and start the design/build construction procurement process.

TEX Rail is not the only project included in our fiscal 2012 Business Plan. We will complete other transportation enhancements in our member cities of Fort Worth and Richland Hills. Some of the more significant projects are:

- The *Richland Hills TRE Parking Improvements*, which includes land acquisition, street realignment and additional parking;
- *Sierra Vista Transit Plaza in southeast Fort Worth*, which includes bus shelters, sidewalks and pedestrian walkways connecting to an urban village. It also features additional lighting, landscaping, and community inspired artwork; and
- The *Enhanced Bus Corridor (Spur\*)* along East Lancaster Ave. in Fort Worth will include new transit amenities such as: newly designed passenger shelters; real time next bus information; kiosks with route maps; solar lighting; and new benches. This project will be complete by the spring of 2012.

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

## **Operating Budget**

The fiscal 2012 Annual Budget is balanced and was adopted by the Board of Directors on September 21, 2011. The Annual Budget includes the operating budget and the capital budget. Total operating revenue is defined as all revenue except capital grant reimbursement and contributions from partner cities. It is budgeted at \$74.2 million, which is a 3.9% increase from fiscal 2011 actual operating revenue. Sales tax and grant revenues are The T's main sources of revenue representing approximately 67.0% and 19.4%, respectively, of The T's total operating revenue budget. The fiscal 2012 sales tax revenue is projected to increase 4.6% compared to the fiscal 2011 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 2012 budget also includes operating revenue from advertising, rental fees, and investment earnings.

Operating expenses are budgeted at \$61.0 million, which is a 3.9% increase from fiscal 2011. Salaries and fringe benefits are The T's largest expense category at \$31.9 million. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A three-year labor contract was executed effective October 1, 2010 and it will

expire on September 30, 2013. The contract calls for raises of 2.0% in fiscal 2012 and 3.0% in fiscal 2013.

Service type expenses of \$19.4 million primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party contractors operate The T's commuter rail service called the Trinity Railway Express and certain grant funded programs. Additionally, The T's paratransit service called Mobility Impaired Transportation Service (MITS) contracts approximately 60.0% of its trips. This allows The T to keep the cost per trip less than that provided by MITS employees alone. Contracting MITS service represents an effective way to control the high cost of providing transportation to persons with disabilities.

The largest portion of the other expense categories is fuel and lubricants at \$3.7 million. This expense category increased 7.9% in the fiscal 2012 budget from the fiscal 2011 actual amount. This increase is primarily due to the expected higher in gasoline prices for the vanpool program.

## **Capital Budget**

The T's capital budget for fiscal 2012 is \$694.5 million. The projected capital expenditures for fiscal 2012 are \$28.7 million and The T's share, from local funds, is expected to be \$19.8 million. Our federal capital grant reimbursement revenue is expected to be \$8.9 million.

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

Sincerely,

A handwritten signature in black ink, appearing to read "R. J. Ruddell". The signature is fluid and cursive, with a prominent initial "R" and "J".

Richard L. Ruddell  
President/Executive Director

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## **FORT WORTH TRANSPORTATION AUTHORITY**

### **List of Principal Officials**

**October 1, 2011**

#### **Board of Directors**

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

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

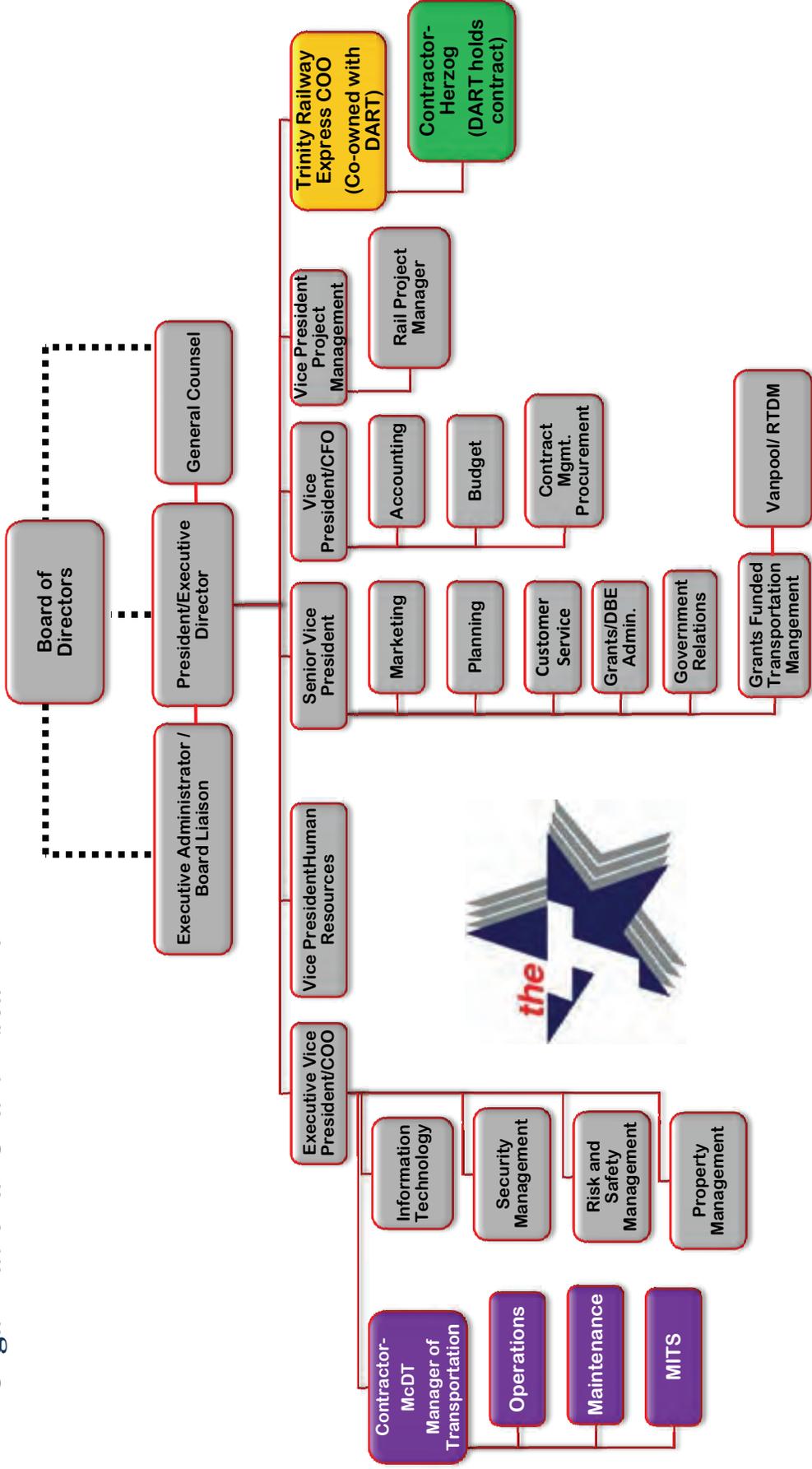
#### **Administration**

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

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

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# Fort Worth Transportation Authority Organizational Chart Fiscal 2012



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



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# FORT WORTH TRANSPORTATION AUTHORITY

## 2012 Business Plan Introduction

### Overview

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

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

On November 16, 2006, The T’s Board of Directors adopted the Preliminary Locally Preferred Alternative for commuter rail transit improvements. DFW International Airport is at the northeast end of the proposed TEX Rail (formerly known as Southwest – to–Northeast Commuter Rail Project) that begins near Sycamore School Road, in southwest Fort Worth and runs northeast through downtown Fort Worth, Haltom City, North Richland Hills, and Grapevine. The route will turn south terminating at the Dallas Fort Worth International Airport. There are nine new stations currently planned for the proposed thirty-seven mile rail line. During fiscal 2012, The T intends to continue work on the Environmental Impact Statement (EIS) for the corridor and begin preliminary engineering.

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

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

The Board of Directors establishes policies, reviews and adjusts services, develops and maintains a long-range service plan, approves all purchases exceeding \$50,000, and ratifies The T's Operating and Capital Budgets.

The President/Executive Director of The T works directly for the Board of Directors under an employment contract. Approximately 98 employees including senior management and certain department heads also work for The T, under the direction of the President/Executive Director. Pursuant to a contractual agreement, McDonald Transit Associates, Inc. manages the operations of The T's public transit bus system including the following departments:

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

### T Service Areas

The T's service area includes the cities of Fort Worth, Richland Hills and Blue Mound, all located in Tarrant County, in north-central Texas. The area encompasses 322 square miles and excludes Grapevine. Tarrant County led all counties, in Texas during 2011 by adding 21,650 persons, pushing the county's total population to 1,829,400. The Dallas-Fort Worth-Arlington Metropolitan Statistical Area (MSA) is the largest population center in Texas.

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

Today, Fort Worth is expected to reach 746,290 people by the end of 2011, according to The North Texas Central Council of Governments. Fort Worth is one of the largest cities in the nation. The residents of Fort Worth and Tarrant County are genuinely friendly, spirited and quite diverse. Fort Worth is consistently ranked among the top places in the nation to work, live and do business. Whether born here or newly arrived, Fort Worth is home in every sense of the word, with affordable, high-quality living, a diverse business environment, outstanding education from kindergarten through college; a temperate climate; popular attraction; sophisticated fine art; community solidarity; renowned performing arts; and a bustling downtown that is the pride of its citizens and a model for cities across the nation.

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

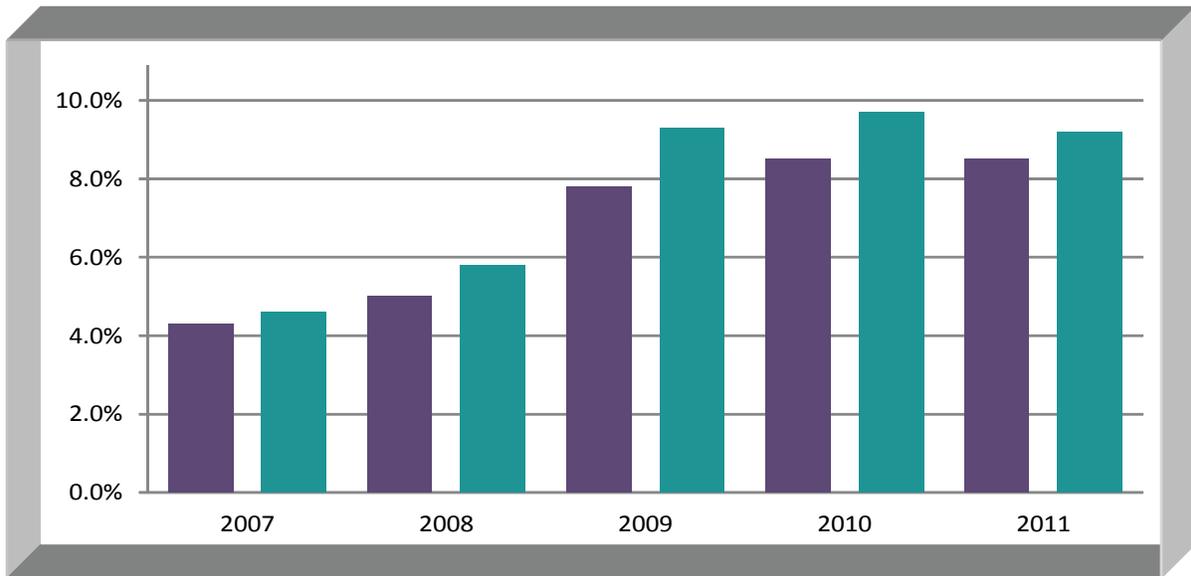
T's services to many customers who do not live in the service areas of public transportation authorities.

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

### Employment

The national unemployment rate for September 2011 was 9.2 percent according to the Texas Workforce Commission. Our local unemployment rate for Fort Worth in June was 8.5%. Texas employers have added 248,500 jobs between August 2010 and September, 2011. (*Texas Workforce Commission*)

### Annual Average Unemployment Rates



DFW/Ar1 US

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

Some of the top employers in the Metroplex: as of July 31, 2011

Employer	Employees	Industry
Lockheed Martin Aeronautics Company	13,500	Manufacturing
American Airlines/AMR	11,709	Transportation
NAS Fort Worth Joint Reserve Base	11,350	Public Administration
Texas Instruments, Dallas	9,800	Manufacturing
Parkland Health & Hospital System, Dallas	9,178	Health Care/Social Assistance
UT Southwestern Medical Center, Dallas	8,545	Health Care/Social Assistance
University of North Texas, Denton	7,762	Education
American Airlines/AMR, Fort Worth	6,500	Transportation
Baylor University Medical Center At Dallas, Dallas	5,500	Health Care/Social Assistance
University of Texas At Arlington, Arlington	5,300	Finance

## Facilities

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

The T operates transfer centers at three area malls, La Gran Plaza de Fort Worth at I-35 South, Seminary Drive and Ridgmar Mall at I-30 and Green Oaks and Hulen Mall located at I-20 and Hulen Street. Locating a transfer center on mall property is good for local merchants and The T's customers. These facilities provide outstanding passenger amenities, while efficiently transferring our customers to other parts of the service area.

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

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

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



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

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



*CentrePort/DFW Airport Station*

- **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. Also The T provides service to CentrePort employers with Route 30.

## HIGHLIGHTS OF 2011

### Super Week

#### The T Expands Service for Super Week

Thousands of people were engaged during the Super Week activities in Fort Worth in order to meet the needs of our guests, safeguard public health, and most importantly, safety for our citizens and guests. Through all of these efforts, we hoped to maximize the economic impact for Fort Worth.

The T was tasked with providing enhanced Molly the Trolley service (a downtown Fort Worth circulator route) and added routes to the Stockyards and Cultural District for additional regional transportation. All the Molly services were free to passengers.

This major undertaking started by developing the schedule and routing for the three Molly routes, to address street closures and to provide the Convention and Visitors Bureau (CVB) Ambassador training in houses to bus operators and staff. In addition, The T created and printed 25,000 “Cowboys and Culture” Molly brochures and distributed to downtown hotels and placed in waterproof brochure holders at the Molly bus stops.



*Molly at the ITC*

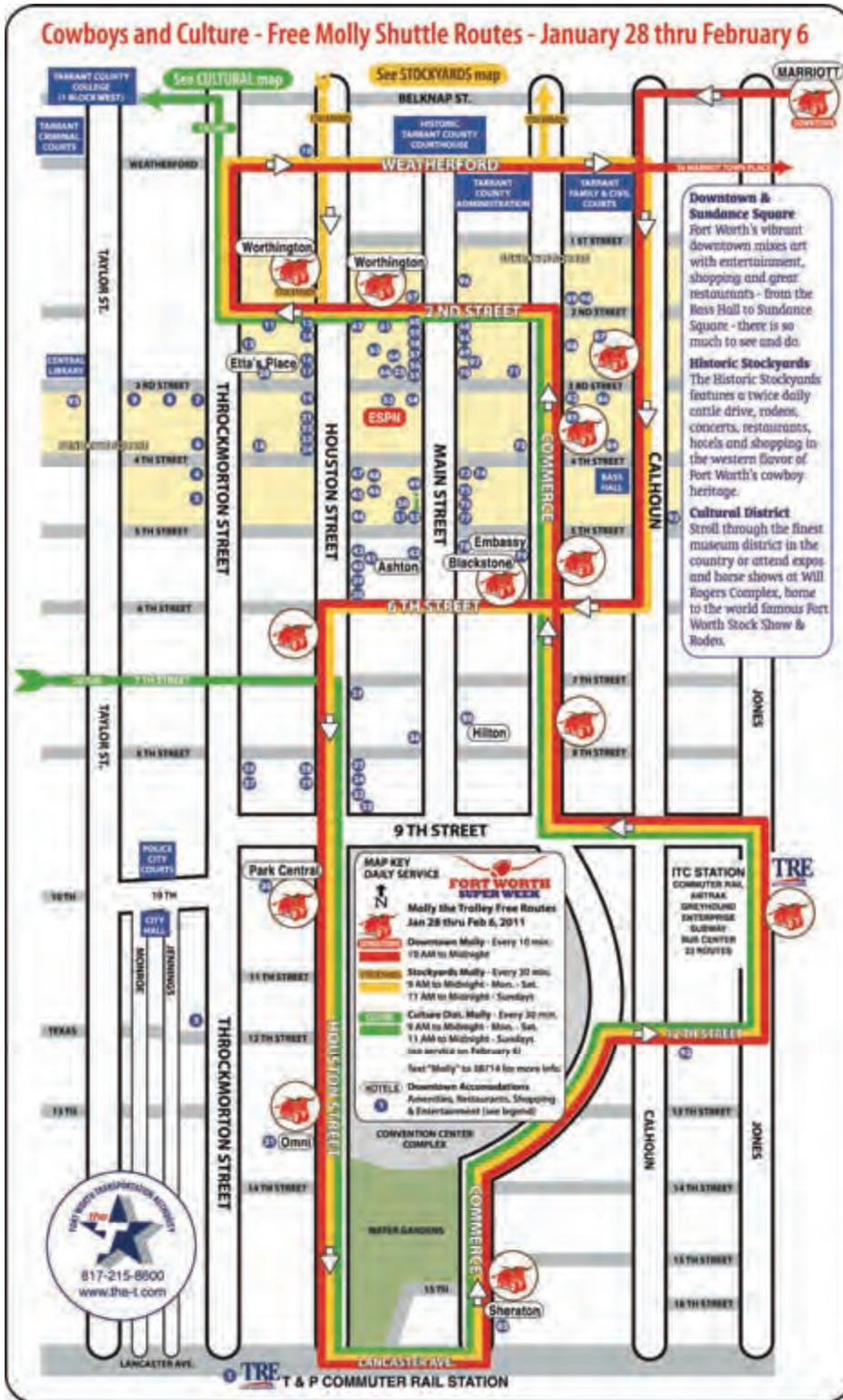


*Molly downtown during Super Week*

At a Glance Tips for visitors for Super Bowl Week:

- Heavy traffic is expected downtown, as well as around the cultural district, the stockyards and TCU.
- The T is expanding the free Molly the trolley service from Friday to Feb 6<sup>th</sup>. The trolleys will circulate around downtown and to the stockyards. The trolleys will also run between downtown and the Fort Worth cultural district from Friday to Feb 5th.
- Regional train service is available on the TRE from the ITC downtown.

# Schedule for Super Week



## At Your Service

On Super Bowl morning, The T's very own volunteers or ambassadors (*pictured below are some of the ambassadors*), trained and ready to assist were ready to go. These T employees were assigned to TRE stations from the T&P located in downtown Fort Worth



to the CentrePort station near Cowboy Stadium. The ambassadors from the ITC to the Hurst Bell TRE Station were to answer visitors' questions and make sure they had their passes. They also assisted them on to the train ending at the CentrePort Station.

The ambassadors stationed at CentrePort helped the travelers get from the train to the buses, bound for Cowboy Stadium in Arlington. Record number of visitors exited the open doors of both the eastbound and westbound trains. The visitors were shuttled on to the 40 waiting bus bound for the stadium.

## The Big Chill



It's February. The Stock Show is in town. So guess what? Here comes the Big Chill, On the 2<sup>nd</sup> of February, a rather unexpected winter storm blew through with some of the coldest weather North Texas has seen in 15 years. With schools shut down and roads iced over, many didn't know what to make of this "Texas weather". Well, Stock Show

visitors, you've been there, done this; however, not with the temps predicted to be below zero.



When severe ice and snow socked North Texas, the concern was that fans and their wallets might not make it here in time to spend money at restaurants, hotels and other businesses. But positive economic news has continued to trickle in since the Super Bowl.

If any city was poised for a letdown, it was Fort Worth. Four days of ice and snow put a damper on attendance at Sundance Square, where ESPN broadcast 80 hours of live television and radio programming. The sun broke through on the 5<sup>th</sup> and Super Bowl fans came out by the thousands and packed Sundance Square. After a slow lead up to the big game, temperatures finally rose and cleared out some of the recent snow and ice.



“Folks were tired of talking about the weather; they were tired of being stuck with nothing to do,” Fort Worth Mayor Mike Moncrief said Saturday afternoon as Sundance Square swarmed with fans. “Today is crazy! Fort Worth is rockin’!”

Transit also came to the rescue with the unscheduled addition of late TRE Trains to help relieve highway gridlock on Sundance Square’s record day, and by extending the hours for downtown Molly the Trolley for post game celebrations.

Fort Worth, which also housed the Pittsburgh Steelers during Super Bowl week, collected \$6.9 million in sales tax revenue, which was 4.4 percent more than a year earlier. Despite the two unexpected winter storms that crippled most of North Texas, many other cities enjoyed a healthy boost from sales tax revenue. Arlington, Grapevine, Hurst, Mansfield and Southlake, cities that hosted Super Bowl events or have regional shopping attractions, saw their sales tax payments collectively go up 4.4 percent in February from a year earlier.

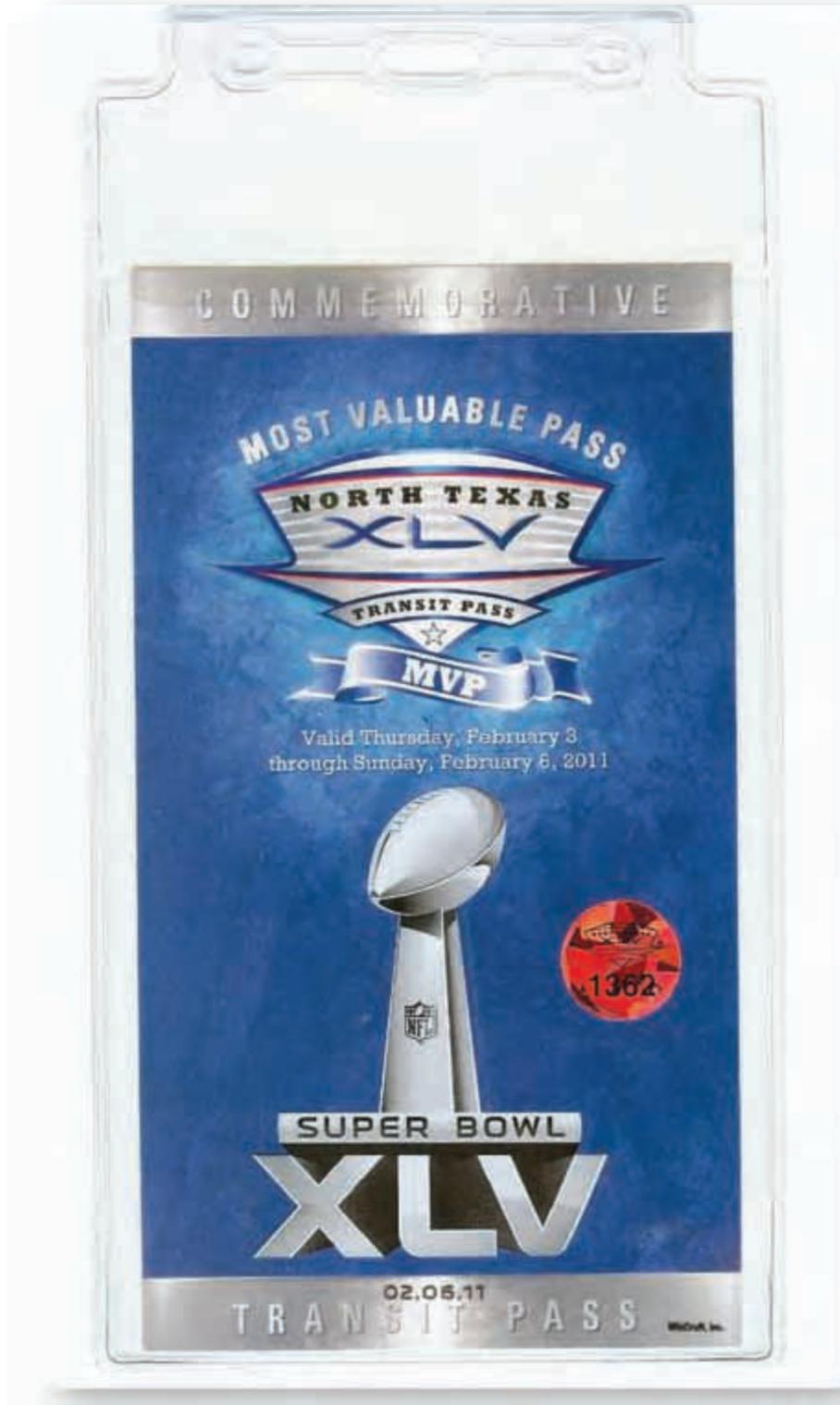
### **Game Day Movement – Super Bowl XLV**

The sun broke out, temperatures soared into the mid 50’s, melting much of the snow and ice. The fans came out by the thousands for more hospitable Texas weather, and so the movement began for Super Bowl XLV.

The T rolled out eight new 60’ articulated buses for the Super Bowl. They were purchased for \$6.4 million in Federal American Recovery and Reinvestment Act grant funding. The futurist buses hold about 60 passengers and will be part of a new line on East Lancaster in Fort Worth.



On Super Bowl Sunday, this commemorative pass, which was purchased for \$30.00 was the only ticket accepted for use on TRE and the shuttle buses to Cowboy Stadium.





The T operated 40 buses from the TRE CentrePort Station for nearly 8,000 passenger-trips to and from Cowboys Stadium. The fans arrived at CentrePort via TRE, hotel shuttles, taxis and personal cars.



*T Vehicles, ready to transport fans to the big game.*



Both Green Bay and Steelers fans walked toward the buses bound of Cowboy Stadium.





*One of the new 60' articulated buses ready to go to the stadium*



After the game as the shuttle buses brought back TRE passengers as well as additional fans who could not find their parties or cabs, wanted to go to D/FW Airport, or just needed to get back to Fort Worth or Dallas. “The transportation system is working,” said Michael Morris, transportation director for the North Central Texas Council of Governments.

## [Richland Hills a partner for transit](#)

Members of the Richland Hills City Council told The T they want to be strong partners in



maintaining and promoting the benefits of public transportation, including its impact on economic development. Their strong endorsement of the need for transit for their residents came during a joint workshop between The T and Richland Hills City Council on July 19. It was held to brief new

council members about The T and its history, and the extent of T operations and facilities in Tarrant County. The council also got an update on TEX Rail and other long range strategic plan action items, including expanded parking and new road alignments to enhance traffic flow at the TRE Richland Hills Station. The T gave an update on the various transportation services tailor-made with the city to match their residents' needs, such as Rider Request and regular runs to Northeast Mall. The T also explained how RH residents can use a combination of The T's bus service, Molly the Trolley and TRE to get most places in greater Fort Worth and to Dallas and Denton. Jeff Ritter, T board member and resident of Richland Hills, said he believes a strong partnership between the council and The T will "help out the city."

## [The T in Fort Worth receives FTA Region VI Transit System of the Year Award](#)

FORT WORTH (March 16, 2011) – Federal Transit Administration (FTA) Region VI Administrator Robert Patrick presented his region's FTA Transit System of the Year award to the Fort Worth Transportation Authority (The T) at its monthly board meeting today.

FTA's Region VI Award of Excellence recognized The T for outstanding operations and for receiving a perfect score on its 2010 FTA Triennial Review for a large urban transport provider. The rigorous review, which is similar to an audit, assesses an agency's compliance with FTA federal requirements for grants practices and programs over a three-year period.

The T achieved zero findings on its review, an accomplishment that is rare, said Patrick in a letter to The T. "FTA highly commends The T, its leadership, and staff on this accomplishment," Patrick wrote.

Accepting the award, The T's Board Chair Gary Cumbie said, "The T is committed to continuing its outstanding performance record and partnership with FTA, as it seeks to expand and enhance its public transportation system, and provide more passenger rail and advanced bus systems to support the rapid population growth and expanding mobility needs of Tarrant County and the North Texas Region."

The FTA Region VI announced its selection of The T for its annual Transit System of the Year award on March 1 at the joint annual conference of the Southwest Transit Association and the Texas Transit Association.

FTA Region VI oversees public transportation in Texas, Louisiana, Arkansas, Oklahoma and New Mexico. The Southwest Transit Association covers those states plus Arizona, Colorado and Kansas.

### Industry Panel Features TEX Rail



TEX Rail was among 12 passenger rail projects invited from the U.S., Canada and Great Britain for presentations at the New Capital Project Updates session of the American Public Transportation Association's annual International Rail Conference in June. That session highlights new rail service that is reaching significant development or operation milestones. President Dick Ruddell told the

audience that The T had begun the process of submitting documentation for requesting New Starts federal funding. It hopes to complete the process this summer and receive approval from the Federal Transit Administration to enter preliminary engineering by late 2011 or early 2012. The T's goal is to begin construction in 2013 and start operation in 2015. Ruddell also emphasized the strong local support due to Tarrant County's growth, and TEX Rail's high projected ridership. He credited many partnerships within Fort Worth, Grapevine, communities along the corridor, DFW International Airport, the Federal Aviation Administration, North Central Texas Council of Governments and other agencies for helping to move TEX Rail forward. The 37 mile rail corridor will carry passengers from southwest Fort Worth through northeast Tarrant County to Grapevine and into the terminal at the north end of DFW Airport.



### The T Adopts New Dress Code

A courtesy campaign to remind riders to pull up sagging pants became a T policy in May, 2011. It prohibits bus service to riders whose pants outerwear is worn below what is generally considered acceptable by schools and work places. Bus riders who are not in compliance may either "pull'em up" before boarding or find another ride. This policy formalizes The T's bus-poster courtesy campaign that began in 2008 in cooperation with City Councilmember Frank Moss. "Many riders and citizens had told us they appreciated these reminders, so when it became time to reprint the Pull'em Up posters, we decided to make that dress code a requirement as a courtesy to our customers," said Dick Ruddell, the president of The T.

The T's new policy that disallows riders with saggy pants to board its buses grew legs after newswire and viral pick up from a Fort Worth Star-Telegram story and DFW broadcasts. The T has received inquiries from across the globe, including from The New York Times and BBC News. Most calls, news and social media 'comments' have been supportive.

### **Richland Hills Dedicates Multi-Phase Project**

Richland Hills Mayor David Ragan and the city council members hosted Tarrant County Commissioner Gary Fickes, The T's Board member Jeff Ritter and other officials at a The ground breaking ceremony held at the Richland Hills TRE station.

The project, which has been planned for several years, is designed to improve street pedestrian access to the TRE station, expand parking, enhance traffic flow around the station and encourage future development adjacent to the station.



*Richland Hills Mayor Dave Ragan, T Board Member Jeff Ritter and other dignitaries.*

### **Pledge not to text**

The T was asked to be one of this region's examples for the national "iPromise not 2 txt & drive" campaign on Oct. 1 because of the agency's strict policy that prohibits employees from texting or mobile phone use while operating buses or other transit vehicles. On that day, The North Central Texas Trauma Regional Advisory Council, NTTA, The T and other transit agencies encouraged the public and their own employees to send pledge cards to loved ones that they also will not text while driving personal vehicles.

## TRE to Fair among Seniors perks

On senior's day, The T escorted 250 passengers from senior citizens centers to and from the State Fair, assisting them with bus, TRE and DART's Green Line. "The T wants seniors to feel capable and safe so more will take advantage of the convenience, low cost and freedom that our public transit offers," says Greg Scott, The T's Transit Ambassadors supervisor. They train groups and offer one-on-one instructions for bus riders who have mobility or cognitive impairments. They also help Mobility Impaired Services passengers adapt to ride the bus for free for themselves and an attendant. The T's transit ambassador program has been recognized by many organizations for improving the quality of life of seniors and persons with disabilities.



## Lighting up passenger shelters



Would you like more light to read after dark while waiting for a bus? As part of its long-range plan to improve customer amenities for passengers, The T has launched a pilot program to test solar lighting in five of its neighborhood passenger shelters, identified by bus operators as needing the most light. The solar panels, installation and testing were covered by a \$10,000 grant for infrastructure improvements. If successful, The T plans to gradually add these lights to other shelters and to recommend solar lights for a specific passenger shelter that has no other nearby lighting, such as streetlights or retail, contact Sandip Sen at The T at 817-215-8707, or [ssen@the-t.com](mailto:ssen@the-t.com).

## Commuters keep tax break



Commuters who use public transportation get to keep their tax break. The transit commuter benefit was retained in the recent tax legislation signed into law in December. The tax bill extended through January 1, 2012, the higher benefit level established under the American Recovery and Reinvestment Act. That act had raised the transit commuter pre-tax benefit to \$230 per month from \$120, achieving parity with the parking benefit. If Congress had not acted, the benefit would have reverted back to \$120 per month on January 1, 2011. This would have had the same impact as an 18%

increase in fares, said the Association for Commuter Transportation. The benefit applies to transit fares purchased for The T's regular buses, TRE and vanpools.

## SE Fort Worth Rail Study Begins

The T will hold the first of three community meetings about its Southeast Fort Worth rail feasibility study on January 31, 2011 to give an overview of the process and to solicit input from residents. Feedback from stakeholders and a technical evaluation will help determine the physical, operational and financial feasibility of future passenger rail service. The study is being conducted by rail consultants R. L. Banks & Associates and is the first of many steps in the planning process. A study of rail's potential in Southeast Fort Worth is an action item of The T's strategic plan and the area was identified in NCTCOG's 2030 mobility plan as a potential future regional rail line site. "Community input is essential," said Dick Ruddell, president of The T. "We want to hear as many ideas as possible from residents and businesses so that our planning process takes those ideas into account, and we encourage residents to attend our meetings or to register opinions online through our [Rail study page](#)."



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## [The T hosts Bike to Work Day cyclers](#)



Community leaders and public officials showed their support for bicycling in Fort Worth at The T's 4th Annual Bike to Work Day event held for cycling commuters at the Intermodal Transportation Center on May 20. Among them was Councilmember Joel Burns, pictured above getting a bike inspection by Bicycles Inc., which offered them free. Burns discussed bicycling related to Fort Worth's quality of life at a

news briefing. Among others participating in support of bicycling were Fort Worth City Manager Tom Higgins and then-Tarrant County Tax Assessor-Collector Betsy Price. Fort Worth's Police Bike Patrol led a commuters' group bicycle "ride-in" to the ITC to officially kick off the event. New this year, were demonstrations of a new electric bike by Bodhi Bicycles. About 50 commuters attended the event despite pending storms. Cyclists received free refreshments and information on the Bike Fort Worth Plan, NCTCOG's regional bike plan, and the environmental benefits of bicycles from the North Texas Clean Air Coalition, co-host of the event.

## [TRE Sets Record](#)

Trinity Railway Express service to the Mavericks celebration on June 16 set a ridership record of 27,499 passenger trips -- more than triple the current average daily ridership of 8,300. This toppled its previous record of 17,005 set on a free-fare ozone challenge day in 2006, and also exceeded by more than 10,000 the all-time daily record for regular revenue service of 16,291 set on March 9, 2005, the day of a Get Motivated seminar. In response to the Mavs event, TRE operated all trains on continuous turn-arounds and with additional trips. The T and DART sent staff to assist riders at TRE stations and buses to help transport the overflow of passengers.

## [National Dump the Pump Day](#)



The T has joined forces with DART and the North Texas Clean Air Coalition for a summer-long ozone season awareness campaign and contest that was launched on National Dump the Pump Day, June 16. Since the average single occupant vehicle in North Texas puts about 28 pounds of pollution in the air each day, the campaign encourages use of public

transit through a "Do Your Share for Cleaner Air Photo Contest." Photos of contest-themed locations must also include a bus, train or other transit element. A prize winner from both The T and DART service areas will be selected from each of the three contest phases.

## Clean Air Day

The T's new 60-foot compressed natural gas (CNG) bus was among a wide variety of clean-fueled vehicles at the North Texas Clean Air Coalition Alternative Fuels Expo for Clean Air Action Day on July 7.

Held at The T's CentrePort/DFW TRE Station, it drew hundreds for "hands-on" looks and test drives of the latest electric,



natural gas, biodiesel and hybrid cars, trucks, buses, vans, all-terrain and lawn vehicles. Many climbed aboard to inspect The T's big bus that bends in the middle and carries 58 people seated. More people using transit, instead of cars, makes a huge difference for clean air with annual emission reductions per person averaging 5,800 pounds.

## Annual Rodeo Event

The T's annual ROADEO competition will test professional skills of bus operators to drive 30-foot buses, and vans for disabled passengers, safely through timed obstacle courses, and evaluate driver responses to customer service scenarios March at The T's headquarters, 1600 E. Lancaster Ave.

In a controlled stop exercise, drivers may keep a \$100 bill if their tire completely covers it. This year, for the first time, 2011 first place winners from another transit agency – VIA Metropolitan Transit in San Antonio – will compete with The T's bus operators to help raise the competitive level of both agencies. The T and VIA bus engine maintenance teams also will practice timed scenarios for a national competition.



## Cowboy Shuttle Service

The T's very popular Shuttle service to Cowboy Stadium began September 3, with the Oregon vs. LSU college game. This year The T added a downtown circulator bus, to pick up passengers from downtown hotels and drop them off at Vickery Park & Ride to catch the shuttle.

## Transit to Main Street Arts Festival

The T operated free shuttle service to the Main Street Arts Festival from Billy Bob's Texas located in the historic Fort Worth stockyards area. The shuttle operated on Friday and Saturday and The TRE operated additional late night trains and provided Sunday service as well to the downtown Fort Worth ITC. The ITC is only a short walk to Main Street, where the festival stretched none blocks from the Fort Worth Convention Center to the Tarrant County Courthouse.

## 2011 Wellness Achievements:

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

American Lung Association is the leading organization working to save lives by improving lung health and preventing lung disease. The American Lung Association is "Fighting for Air" through research, education and advocacy.



*The T's 2011 Air Climb team  
(Lauri Brown 3<sup>rd</sup> row right).*

In order to raise money and awareness the Fight for Air Climb was established. Fight for Air Climb - participant's complete 40 flights of stairs. The T sponsored a company team in honor of co-worker Lauri Brown (stage 4 lung cancer). The T received two places for highest fundraising Team (\$5,000 plus), and largest team (25 plus participants).

### Stock Show Shuttle

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

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

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

### Sierra Vista Transit Plaza

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

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

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

# LOOKING AHEAD TO 2012

## Special Events

Joint marketing and coordination of special events, such as:

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

## The T's Busiest Route Renamed the Spur\*

The Spur\* will operate new 60 foot articulating buses from the ITC along East Lancaster Avenue eastbound to Handley and back. The eight articulated buses will hold nearly 50% more passengers, which will ease our overcrowding. Previously called Route 2/East Lancaster, the Spur\* route has the largest bus ridership in the service area. The average weekday ridership is 3,600 or nearly a million passenger boardings a year,

The start of the Spur\* bus operations is the first phase in The T's development of the Enhanced Bus Corridor on East Lancaster. The second phase in 2012 includes infrastructure, shelter, street, customer information and technology improvements to the bus corridor. The Spur\* is an acronym for Signal Priority Urban Route because electronic signal coordination with traffic lights allows buses a priority for more consistent travel.

## Cowboy Shuttle

The T will resume the popular Cowboy Shuttle from the T&P Station lot to the new Cowboys Stadium in Arlington. The Cowboy Shuttle will also include (1) college game as well as the regular Cowboy NFL season. The cost is \$5.00 to park and \$10.00 to ride the shuttle.

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

## Vision in Action

The proposed TEX Rail project is a 37-mile commuter rail line with 14 stations and associated facilities in Tarrant County, Texas. The project is located in an air quality nonattainment area and extends from southwest Fort Worth through the largest employment center in Tarrant County (downtown Fort Worth/Medical District), continues through the residential and entertainment hubs of northeast Tarrant County and terminates at the 3<sup>rd</sup> busiest airport in the world for operations, Dallas-Fort Worth

International Airport (DFW Airport). Service spans 15 hours on weekdays (6:00 AM to 9:00 PM) and 12 hours on weekends (9:00 AM to 9:00 PM), seven days per week, operating at 30-minute (min) intervals during peak periods and every 60 min during off-peak hours.

**TEX Rail Fast Facts:**  
- Saves riders 21 min per day  
- CEI \$22.87  
- 16,800 daily riders  
- Access to the 3<sup>rd</sup> busiest airport in the world for operations and 8<sup>th</sup> busiest for passenger service

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

- **Fort Worth Medical District** – Located southwest of downtown and encompassing 1,400 acres, and includes the area's major hospitals and medical institutions. With more than 30,000 employees, it is the *second largest medical district in the State of Texas*. It is also considered to be one of the city's most up-and-coming neighborhoods.
- **Downtown Fort Worth** – Home to significant city and county government, employment, higher education, entertainment, and cultural resources that attract visitors from throughout the region. Downtown Fort Worth has *over 1,500 employers and over 50,000 employees*.
- **Grapevine** – Shopping and visitor destination for DFW including the Main Street entertainment district, historic downtown, and numerous festivals and events. There are over 5,000 hotel rooms, six luxury hotels, and 600,000 square feet (ft) of meeting space. Attractions include Grapevine Mills Mall with *1.6 million (M) square ft of shopping and 13M annual visitors*.
- **DFW Airport** – Located at the northeast end of the corridor with *over 60,000 jobs*, it is the 3<sup>rd</sup> busiest airport in the world for operations and the 8<sup>th</sup> busiest for passenger service with 156,000 daily passengers (2010).

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

Transit ridership on the TRE between downtown Fort Worth and downtown Dallas has outpaced projections since its inception, averaging 9,000 passengers per day and an annual ridership of over 2.5 million passengers. The T has continually received recognition for year-over-year system-wide ridership increases since 2004. The average

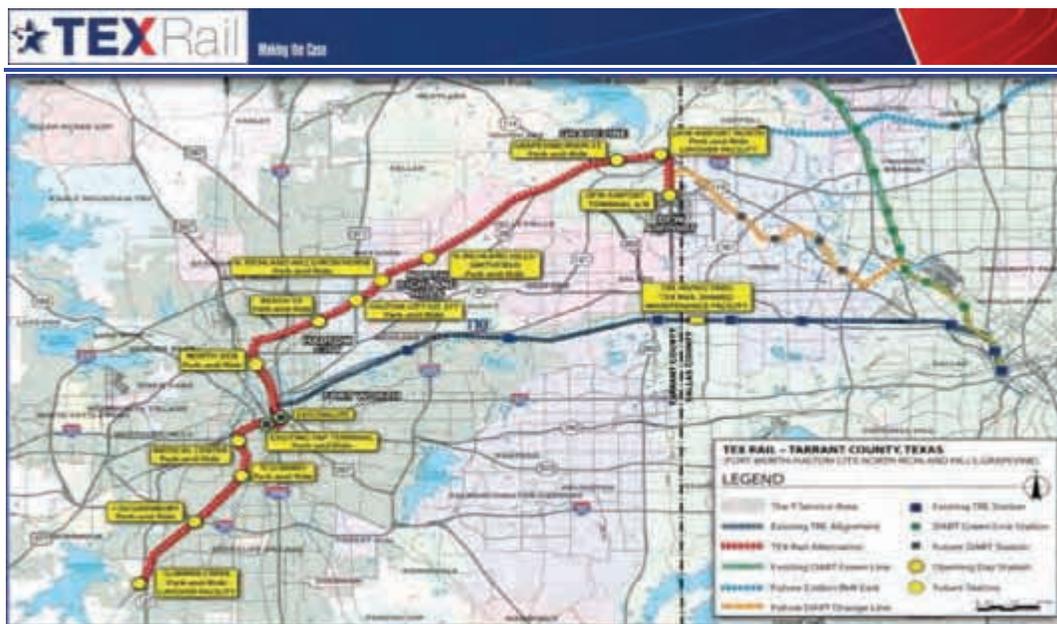
ridership increase per year over the past six years is 4.4%. However, TRE does not currently provide service to the high-growth target markets of the TEX Rail project.

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

**The T's Success:**

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

**Stay in Touch**



During fiscal 2012 The T will:

- With FTA approval, begin preliminary engineering and Final Environmental Impact Statement (early 2012);
- Continue negotiations with the railroads and DFW on access agreements;
- Prepare and issue a request for qualifications for a design-build contract.
- Begin work on positive train control design

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

## Service Updates

Fiscal 2011 bus ridership was 6,636,540 which is an increase of 89,669 passenger trips or 1.4% increase over the same period in fiscal 2010. Express Service increased 2.7% or 4,161 trips over 2010. TRE ridership has also increased passenger trips 1.6% over 2010. Vanpool service increased 4.0% or 26,352 trips over fiscal 2010.

## Special Transportation Services

The T currently has the following special transportation services:

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

## Trinity Railway Express (TRE)

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

In fiscal 2011, TRE provided 2.3 million passenger trips or 4.0 percent decrease from passenger trips in fiscal 2010. Average weekday ridership for fiscal 2011 was 8,127 passenger trips, a decrease of 7.2 percent from the previous year. Ridership in fiscal 2011 was impacted by the general downturn of the economy.

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

The T and DART have contracted with Herzog Transit Services Inc. for the operations of the TRE, including dispatching, maintenance of the tracks and maintenance of the vehicles. The TRE has a track use agreement with four freight railroads including: BNSF Railway; Union Pacific; Fort Worth and Western Railroad; and Dallas, Garland and Northeastern. Under these agreements the aforementioned railroads are allowed to operate on the TRE corridor for a fee. TRE also receives revenue from the lease of the right-of-way. The freight lease revenues are used to offset the maintenance and operational costs of the TRE passenger service. During fiscal 2011 these agreements generated approximately \$2.8 million in revenue.

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



receives its own passenger equipment in the second half of fiscal 2012.

Service is offered from 4:58 a.m. to 11:35 p.m. Monday - Friday. Peak headways average 20 minutes, with headways for off-peak trains varying between 83 and 120 minutes. On Saturdays, trains operate on 90-minute headway from 8:47 a.m. to 11:37 p.m. Regular

Sunday service is not offered at this time.

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

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

## **Federal Grants**

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

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

- Construction of a new bus parking lot for The T's fleet.
- The procurement of environmentally friendly Compressed Natural Gas transit vehicles.
- Sierra Vista Transit Plaza in Southeast Fort Worth.
- Richland Hills TRE parking expansion for commuter rail.
- Enhanced Corridor design and construction along East Lancaster Avenue including modernization and improvements of bus stops and amenities.
- Modernization of rail track on the Tarrant County side of the Trinity Railway Express.
- Program Management for the TEX Rail project.
- Right-of-way acquisition of rail track related to the TEX Rail project.
- A portion of the conceptual design cost for the TEX Rail project which will be a commuter rail connecting Southwest Fort Worth to Grapevine and DFW Airport.
- Preventive Maintenance on all vehicles.
- New Freedom ADA improvements such as software upgrades and constructing ADA accessible bus stops.
- Job Access/Reverse Commute services to busy employment centers of commerce such as the Alliance area north of Fort Worth.
- Transit Enhancements such as public art, landscaping, signage, and other scenic beautification projects around service area bus stops.
- Construction of a North Fort Worth bus park and ride.
- Surveillance cameras on all buses.

## **The T's Disadvantaged Business Enterprise (DBE) Goal for Fiscal Year 2011**

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

The T is also required by the FTA to set an overall annual goal for DBE participation in federally assisted contracting in accordance with regulations of DOT, 49 CFR Part 26.

The goal setting process is an annual requirement for all FTA grantees that expect to award at least \$250,000 in FTA-assisted contracts, and the process is clearly defined by federal regulation. FTA does not approve the overall goal of grantees; however, FTA does review and approve the methodology used to calculate the goal.

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

To further fulfill public participation requirements, the proposed goal was made also available for public review for 30 days. Notices for comments were placed in the following newspapers: *Star Telegram*, *LaVida: The Black Voice*, *La Estrella*, and posted on The T's web site. No comments were received.



# FORT WORTH TRANSPORTATION AUTHORITY 2012 BUSINESS PLAN

## THE MISSION

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

## 2012 STRATEGIC PLAN

*(LONG TERM NON-FINANCIAL GOALS)*

### Overriding Goals

The three overriding goals guiding the fiscal 2012 Strategic Plan are the three T's:

#### 1. **Transportation**

The T will:

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

#### 2. **Timeliness**

The T will:

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

#### 3. **Technology**

The T will:

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

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

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

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

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

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

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

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

**The following is a list of The T's Short Term Goals for Fiscal 2012:**

- Improve the image of public transit by the end of fiscal 12 by enhancing The T's service as measured by:
  - 10% decrease in customer complaints
  - Three additional strategic partners
  - Three positive news stories
  - 5% increase in ridership
- Complete three signed agreements with strategic partners by the end of FY12 through developing plans for Haltom City, the City of Arlington and business advocacy groups.
- Increase ridership 5% by September 30, 2012 completing:
  - The Enhanced Bus Corridor
  - North Park & Ride
  - Sierra Vista
  - Richland Hills TRE park & Ride Access Parking Improvements
- Introduce a customer-friendly trip planning process by September 30, 2012 using internet and other technology based planning tools.
- Complete TEX Rail plan, which will include the February 2012 congressional record listing and P.E. completion by the end of 2012.
- Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.

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

Demand for public transportation services is highly influenced by retail fuel prices. During fiscal 2010 as fuel prices stabilized, ridership and demand on services decreased. Historically, The T has experienced double digit increases in ridership as the retail price of fuel approached \$4.00 a gallon. In recent years as the price of fuel has stabilized at approximately \$3.25 a gallon, demand for transportation services such as Vanpool and Commuter Rail has begun to increase; but have not returned to the 2009 record setting levels. Realizing that services provided by The T are dependent on the prices of fuel, The T has made a conscious decision to change its focus from increasing ridership to improving ridership productivity. Ridership productivity is defined by passengers per service hour and passengers per service mile.

### **Major Capital Projects for fiscal 2012:**

The following is a partial list of projects. Some of these are underway and others are new for fiscal 2012.

- TEX RAIL
- Bus Park & Ride / Transfer Centers.
- Bi-level Rolling Stock Procurement.
- TRE Capital Maintenance
- RH TRE Park & Ride Access and Parking Improvements
- TRE Positive Train Control.
- TRE Grade Crossings.
- TRE Bridge Capacity Repairs.
- TRE Narrowbanding.
- TRE Capital Maintenance – FY12.
- Existing B-level Overhaul.
- Existing Locomotive Overhaul.
- Enhanced Bus Corridor.
- Ellipse Version Upgrade.
- Capital Maintenance T Facilities Fiscal 2012.
- Miscellaneous Equipment and Repair Fiscal 2012.
- Bear Creek Channel Repairs
- Dalwor Junction Repairs
- Radio replacement Vehicles & Hand Held Devices
- Bike Sharing Program
- Staff Vehicles – Admin
- IT System Improvements FY12
- Business Continuity Infrastructure
- Automated Timekeeping System
- System Data Backup upgrade/Replacement
- GFI Data System Update
- Maintenance Vehicle

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## FORTH WORTH TRANSPORTATION AUTHORITY

### 2012 BUSINESS PLAN

#### Fiscal 2011 Accomplishments

The following is a list of accomplishments achieved by The T during fiscal 2011. This list represents the more significant accomplishments and it includes those that relate to The T's mission statement and the expressed organizational goals that formed the basis of the Business Plan. It is important to understand the organization's most recent accomplishments, in order to gain an understanding of what needs to be accomplished in fiscal 2012 and beyond.

#### Completion of Major Capital Projects in 2011:

Several of the following major projects were either completed or started during fiscal 2011:

- Articulated buses delivered
- Bell Parking Lot Expansion
- Audio Visual Upgrades
- Energy Efficiency Upgrades
- Completion of Hyde Park Transit Plaza
- Ninth Street Improvements
- South Park & Ride Improvements
- Capital Maintenance - T Facilities – FY11
- TRE Capital Maintenance – FY11
- Parking Lot & Bus Lot Repairs – FY11
- Highway 360 Culvert Repair
- IT Support System Improvement – FY11
- Upper El Paso St., Block 100, Parking, Lighting, Security
- TRE Grade Crossings

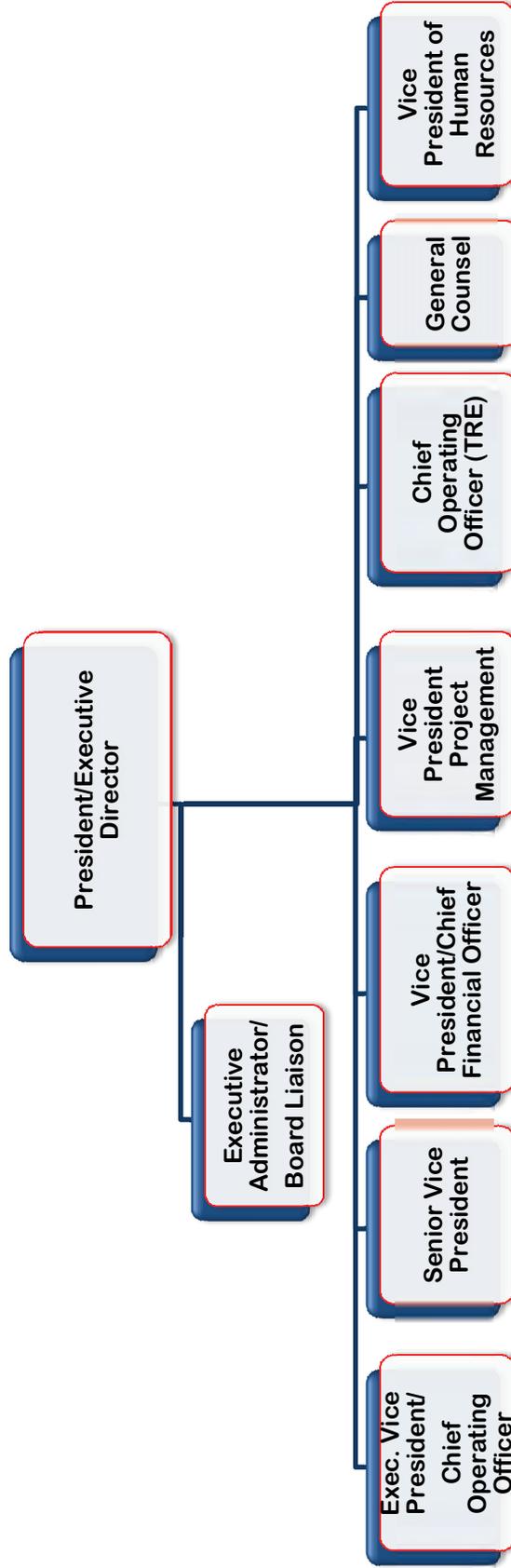
#### 2011 Major Accomplishments:

- FTA award, no findings on Triennial
- Labor agreement signed on Oct. 1, 2010
- Weekend TCU service
- United Health Insurance
- Employee pay cards
- Board goes paperless with I Pads
- Super Bowl shuttle
- 32K awarded in scholarships
- Champions in Health Award

- Fit Friendly Company for Heart Association
- Record breaking participation for flu shots
- Pull 'Em Up policy
- Record ridership for Mavericks' parade
- Training for all operators o the new buses ( R- Tec) for the October sign-up
- Main Street Arts Festival Shuttle
- Stock Show Shuttle
- Texas Stadium Shuttle
- Naming of new commuter rail line - TEX RAIL
- Bus Stop Improvement plan
- Submitted title VI assessment
- Toastmaster President's Distinguished Award
- Rodeo Awards Maintenance Team
- New program consultant to manage TEX RAIL
- Made initial New Starts submittals to the FTA



# Senior Staff



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# Departmental Summary

Department Administration Department Number 0110

## Department Summary of Purpose and Goals

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

### Key Performance Indicators

	<i><b>FY11 YTD 09/30/11</b></i>	<i><b>FY12 Budget</b></i>
Three Additional Strategic Partners	N/A	9/30/12
Increase Ridership by 5%	N/A	9/30/12
Improve the Image of Public Transportation	N/A	9-30-12



## The T 2012 Business Plan Administration

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

**Organizational Goal # 1**    **Improve the image of public transit by the end of fiscal 12 by enhancing The T's service as measured by:**

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

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

Measurement:    Three positive news stories

Responsible:    Administration Department

Coordinating Department:    Marketing, Planning and Intergovernmental Relations

**Organizational Goal # 2:**    **Complete three signed agreements with strategic partners by the end of FY12 through developing plans for Haltom City, the City of Arlington and business advocacy groups.**

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

Measurement:    Three signed agreements

Responsible:    Administration Department

Coordinating Department:    Planning, Marketing, and Employer Relations

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

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

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

Measurement: Projects completed on time

Responsible: Administration Department

Coordinating Department: Planning, Marketing, and Intergovernmental Relations

**Organizational Goal # 5:** Complete TEX Rail plan, which will include the February 2012 congressional record listing and P.E. completion by the end of 2012.

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

Measurement: Achievement of February 2012 congressional record listing

Responsible: Administrative Department

Coordinating Department: Project Management, Planning

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

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

Measurement: Administrative staff participation

Responsible: Administration Department

Coordinating Department: Human Resources

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

Measurement: Completion of professional development training program

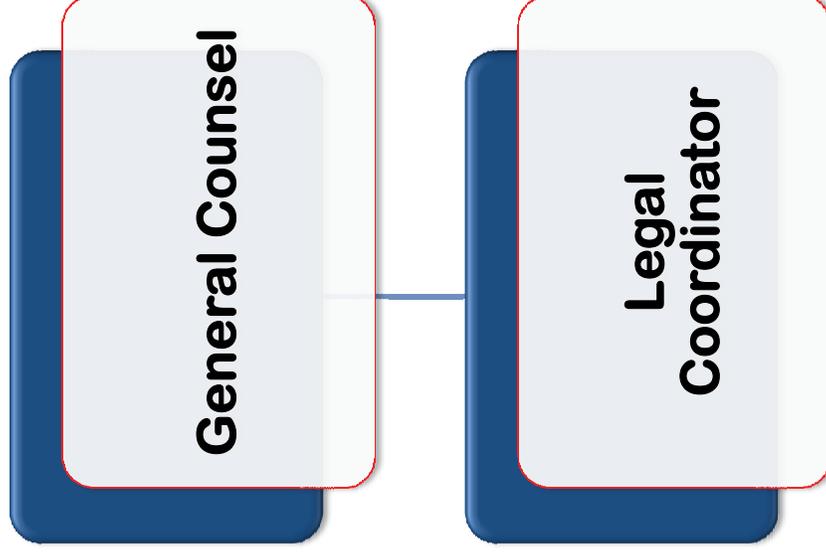
Responsible: Administration Department

Coordinating Department: Human Resources, IT

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# Legal Department



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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, President/Executive Director and senior staff. Also included is identifying and analyzing legal issues, drafting key documents, drafting and reviewing Board action items, presenting clear recommendations, and assuring legal compliance. I will negotiate, draft and review proposed contracts, leases, formal agreements and other legal instruments; research and provide legal opinions; select and manage relations with outside counsel and other agency counsel; manage litigation; and ensure The T's operations and Board of Directors meetings are conducted in compliance with all relevant statutes. I am additionally responsible for real property acquisition and disposition.

## Key Performance Indicators

	<i>FY 2011 YTD 09/30/11</i>	<i>FY 2012 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.	Ongoing	Ongoing
Draft appropriate responses to public information requests in accordance with the Freedom of Information Act.	As required	As required
Negotiate for, draft and execute the land purchase contract documents and conduct closings on the T&P Warehouse property parcel and pending litigation.		Year end FY 2012
Negotiate and draft agreements for trackage rights on specific railroads for the TEX Rail project.	As needed	As needed



## The T 2012 Business Plan Legal

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

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

**Departmental Project:**     **Negotiate with legal staff of identified strategic partner candidates.**

Measurement:                     Negotiation of acceptable agreement terms by FY 2012 end.

Responsible:                        Sylvia Hartless, General Counsel.

Coordinating Department:     Senior Vice president and Finance

- Organizational Goal # 2:**     **Complete three signed agreements with strategic partners by the end of FY12 through developing plans for Haltom City, the City of Arlington and business advocacy groups.**

**Departmental Project:**     **Negotiate and draft the legal documents with cities or advocacy groups that have been identified as strategic partners.**

Measurement:                        Documents negotiated and drafted by September 30, 2012.

Responsible:                        Sylvia Hartless, General Counsel

Coordinating Department:     Governmental Relations, Finance

- Organizational Goal # 3:**     **Increase ridership 5% by September 30, 2012 completing:**
- **The Enhanced Bus Corridor**
  - **North Park & Ride**
  - **Sierra Vista**
  - **Richland Hills TRE Park & Ride Access Parking Improvements**

**Departmental Project:** Relevant construction contracts and relevant real estate agreements (rights of entry, license agreements and easements negotiated, reviewed and amended, as applicable).

Measurement: 30 days after contract issues are identified and communicated to Legal Department.

Responsible: Sylvia Hartless, General Counsel

Coordinating Department: Project Management, Property Management, Grants, Finance

**Organizational Goal # 4:** Introduce a customer-friendly trip planning process by September 30, 2012 using internet and other technology based planning tools.

**Departmental Project:** Determine legal issues involving proprietary technological information and property; research copyrighted property; draft and review appropriate license, use and maintenance agreements.

Measurement: Relevant agreements accomplished 30 days after communication received by Legal Department of key terms and conditions of the project.

Responsible: Sylvia Hartless, General Counsel

Coordinating Department: Planning, Information Technology, Project Management

**Organizational Goal # 5:** Complete TEX Rail plan, which will include the February 2012 congressional record listing and P.E. completion by the end of 2012.

**Departmental Project:** Submit Real Estate Management Plan on TEX Rail to Federal Transit Administration and update as project progresses.

Measurement: Submitted by November 2011; updated monthly, as needed

Responsible: Sylvia Hartless, General Counsel

Coordinating Department: Grants, Project Management

**Department Project:** Acquire through negotiations or eminent domain, as necessary real estate for TEX Rail Commuter Rail Project, specifically the T&P Warehouse Property.

Measurement: Complete acquisition by December 30, 2011.

Responsible: Sylvia Hartless, General Counsel

Coordinating Department: Grants, Finance

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

**Departmental Project: Entire Legal staff to participate in Weight Watchers, the Wellness program and continued professional development training such as continuing education classes and seminars.**

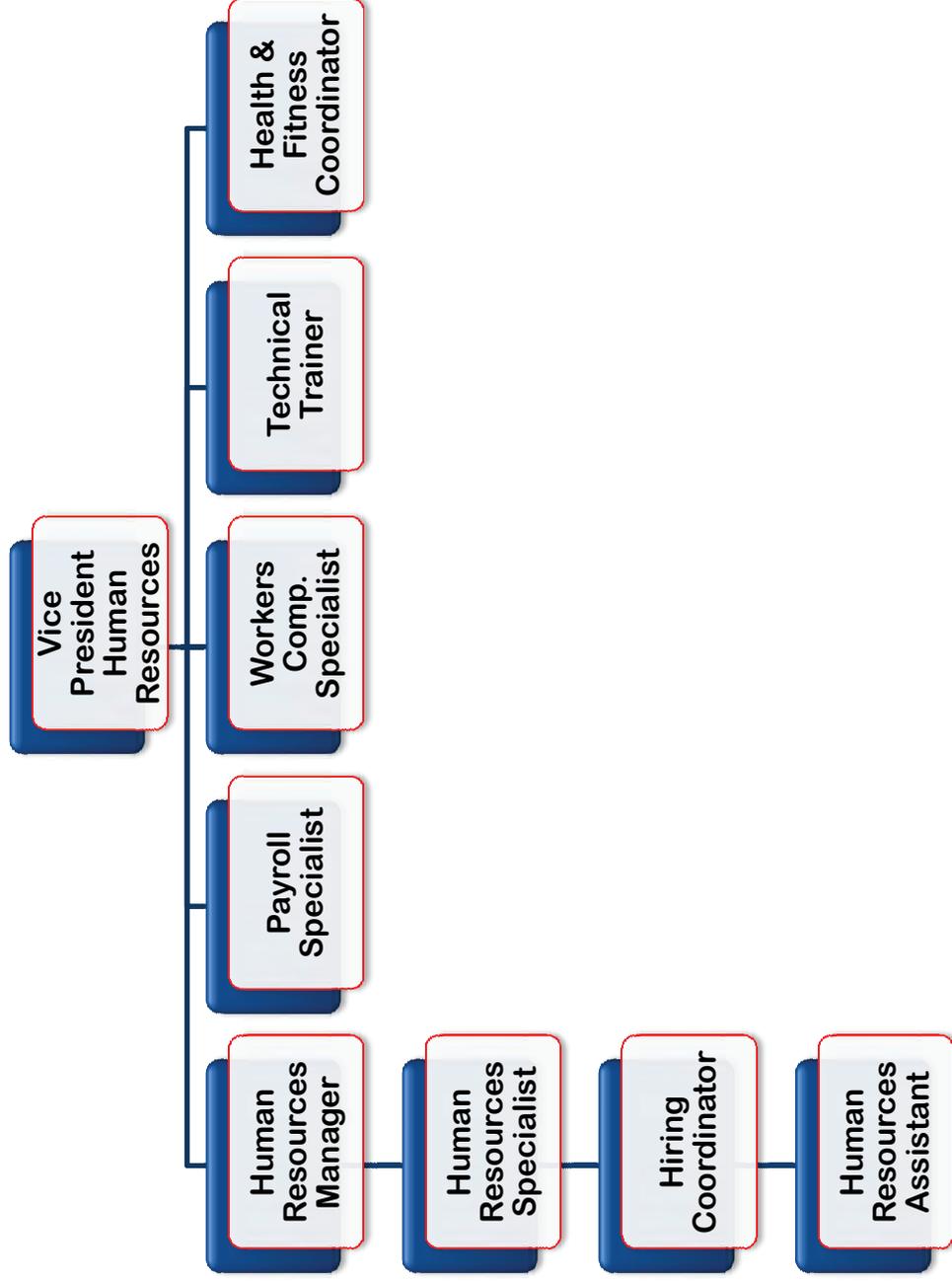
Measurement: Each employee in Legal Department to achieve and maintain “Gold” level in the Total Wellness Program.

Responsible: Sylvia Hartless, General Counsel, and Gina Gutierrez, Executive Assistant/Legal Coordinator

Coordinating Department: Human Resources, Fitness Center Coordinator



# Human Resources



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Department

Human Resources

Department Number

00140

### Department Summary of Purpose and Goals

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

### Key Performance Indicators

	<i><b>FY11 YTD 09/30/11</b></i>	<i><b>FY12 Budget</b></i>
Administer the Drug Alcohol Program in accordance with the FTA guidelines and to submit the FTA-MIS drug and alcohol report by the deadline.	Submitted Compliance 2/2011	Meet Compliance by 2/2012
Coordinate Annual Benefits Enrollment through our Wellness Fair.	Held Fair Oct 2010	Hold Fair Oct 2011
Compile and review EPA (PEP) Midyears and Annuals by deadline.	All Midyears and Annual Evaluations complete for FY11	All Midyears and Annual Evaluations complete for FY12
Complete all OSHA injury/illness reporting and record all lost days by the deadline and post by guidelines.	Posted by 02/1/11	Meet Compliance by 2/1/12
Increase involvement and participation in our Wellness Program by from year 2 compared to year 3 of the program.	2 <sup>nd</sup> year program June 2010	3 <sup>rd</sup> year program June 2011



## The T 2012 Business Plan Human Resources

*Responsible for hiring personnel training and employee benefits*

- Organizational Goal # 1**    **Increase ridership 5% by September 30, 2012 completing:**
- **The Enhanced Bus Corridor**
  - **North Park & Ride**
  - **Sierra Vista**
  - **Richland Hills TRE Park & Ride Access Parking Improvements**

**Departmental Project:**    Provide training to all operators for new BRT equipment.

Measurement:    All bus drivers to be trained by September 30, 2012

Responsible:    Technical Trainer with Operations Supervisors

Coordinating Department:    Operations

- Organizational Goal # 2:**    **Introduce a customer-friendly trip planning process by September 30, 2012 using internet and other technology based planning tools.**

**Departmental Project:**    **Recruit the position Trip Planner Coordinator to perform the necessary work for the development of transit information and trip planning tools for The T.**

Measurement:    Hire the position no later than June 1, 2011

Responsible:    Vice President of Human Resources and Hiring Coordinator

Coordinating Department:    Planning/IT

- Organizational Goal # 3:**    **Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

**Departmental Project:**    **Promote healthier lifestyles and help employees become more knowledgeable about our Wellness Program. Be ambassadors for all employees to participate and become more active in the program; through workshops, activities, bio-screenings, and internal marketing.**

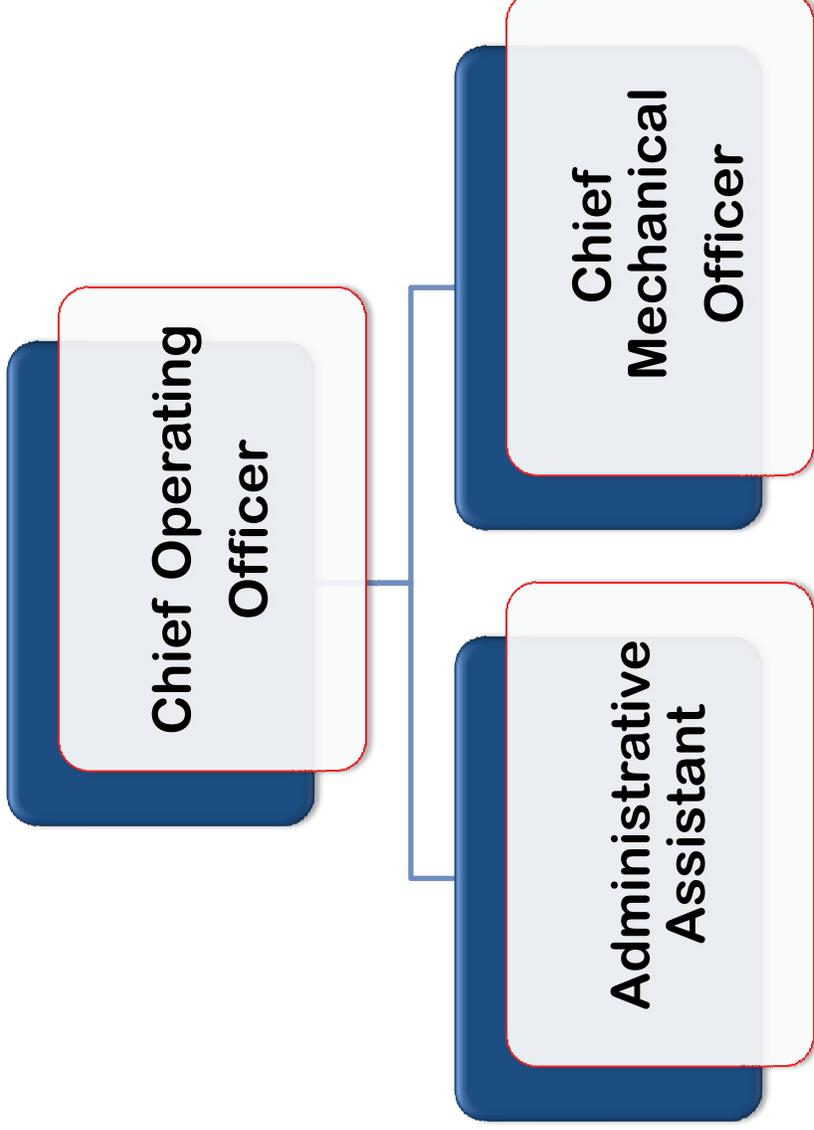
Measurement: Increase participation in our annual Bioscreens by 5% over 2010 totals.

Responsible: Vice President of HR, Health and Fitness Coordinator along with our Wellness Vendor

Coordinating Department: All Department/ All Employees

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# Trinity Railway Express (TRE)



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# Departmental Summary

**Department**

TRE

**Department  
Number**

0301

## Department Overview

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

### Performance Measures

	<i><b>FY11 YTD 09/30/11</b></i>	<i><b>FY12 Budget</b></i>
Subsidy per Passenger.	\$3.25	\$3.00
Passengers per Hour.	140.60	150.00
Passengers per Mile.	5.7	6.0
On-Time Performance.	98.0%	98.5%
Fare box Recovery	22.77%	25.00%



## The T 2012 Business Plan Trinity Railway Express

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

**Organizational Goal # 1**    **Improve the image of public transit by the end of fiscal 12 by enhancing The T's service as measured by:**

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

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

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

Responsible:    TRE

Coordinating Department:    Marketing, Employer Outreach.

**Organizational Goal # 2:**    **Increase ridership 5% by September 30, 2012 completing:**

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

**Departmental Project:**    **Passenger Information during Richland Hills TRE Park & Ride Improvements**

Measurement:    Limited passenger complaints during the construction.

Responsible:    TRE, Marketing,

Coordinating Department:    Project Management

**Organizational Goal # 3:**    **Complete TEX Rail plan, which will include the February 2012 congressional record listing and Preliminary Engineering (P.E.) completion by the end of 2012.**

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

Measurement: No project delays due to TRE staff.

Responsible: TRE

Coordinating Department: Project Management

**Organizational Goal # 4: Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

**Departmental Project: Safety Record**

Measurement: Days without a reportable accident exceed 500.

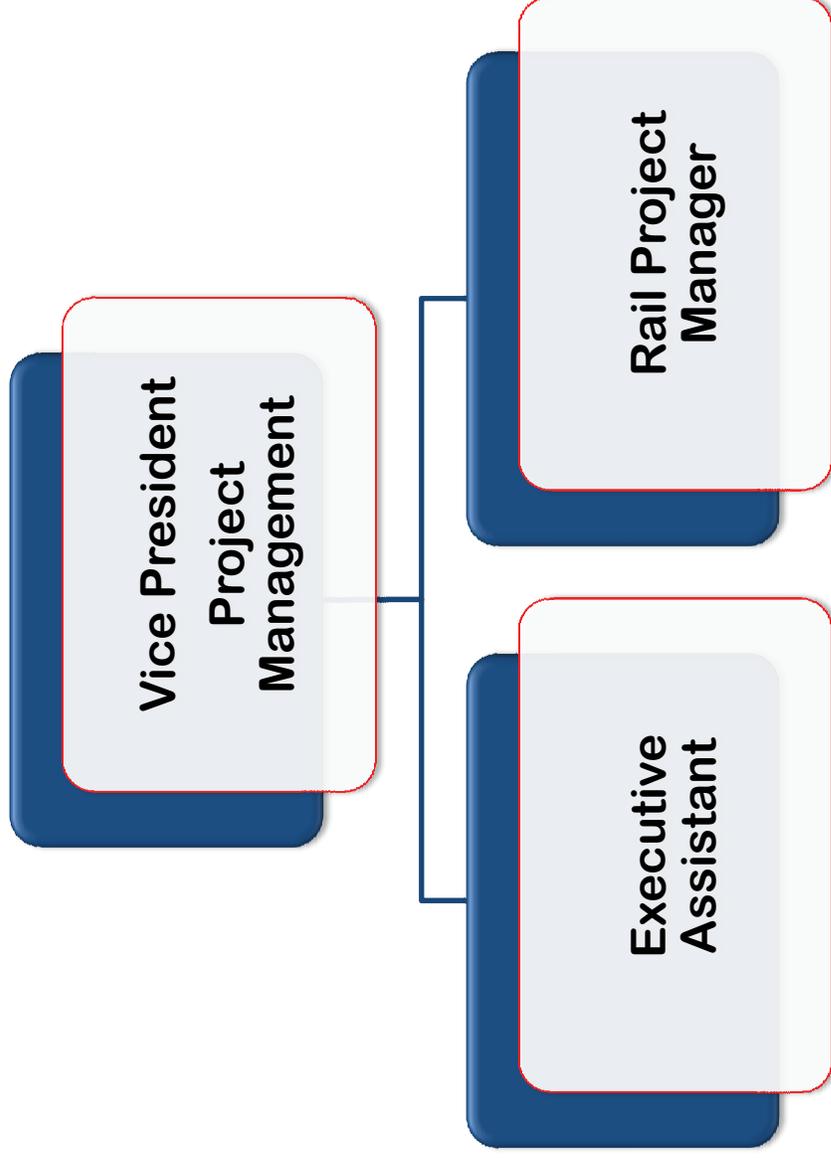
Responsible: TRE and HTSI staff

Coordinating Department: HTSI

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# Project Management



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# Departmental Summary

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

## Department Summary of Purpose and Goals

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

## Key Performance Indicators

	<i><b>FY11 YTD 09/30/11</b></i>	<i><b>FY12 Budget</b></i>
7 <sup>th</sup> Street Parking Lot Landscaping & Striping Improvements		\$100,000
East Lancaster Avenue Transit Enhancement Shelter Fabrication	Completed by 9/11 \$200,000	\$25,000
East Lancaster Avenue Transit Enhancement Sidewalk and Shelter Erection	Completed by 12/11 \$180,000	\$20,000
North Park and Ride	Completed by 5/12 \$50,000	\$1,500,000
Richland Hills TRE Access Enhancements	Completed by 5/12 \$400,000	\$400,000
Richland Hills TRE Parking Expansion	Completed by 5/12 \$200,000	\$200,000
Sierra Vista Bus Transfer Center	Completed by 12/11 \$200,000	\$100,000
Summer Creek Bus Park and Ride	Completed by 12/11 \$100,000	\$2,900,000
TEX Rail, Establish Project Management Office	\$0.00	\$6,000,000
TEX Rail, Complete EIS and Preliminary Engineering	Completed by 5/13 \$1,000,000	\$3,200,000
TRE Hurst Bell Station Parking Expansion (to Bell Parking Lot)	Completed 4/11 \$50,000	\$0



## The T 2012 Business Plan Project Management

*Provides management of design consultants and construction contractors, in expanding The T's capital inventory. Also provides management service related to the implementation of TEX rail.*

**Organizational Goal # 1:** Increase ridership 5% by September 30, 2012 completing:

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

**Departmental Project:** East Lancaster Avenue Transit Enhancement Project. To enhance the transit experience of bus passengers, by upgrading selected bus stops to provide an environment for using the newly purchased 60' buses.

Measurement: Completion of construction by September 30 2011

Responsible: Project Management

Coordinating Departments: I.T., Planning, Procurement.

North Park and Ride. Provision of a parking facility to facilitate use of Express Bus service and reduction of private owned vehicle miles.

Measurement: Completion of design and permitting by July 2011. Procure bids and award construction contract October 2011.

Responsible: Project Management

Coordinating Departments: Planning and Procurement.

Sierra Vista Bus Transfer Center. To meet the needs of passengers in the southeast part of the service area, this facility will provide bus transfer infrastructure for up to three interconnecting routes.

Measurement: Complete construction by January 2012

Responsible: Project Management.

Coordination: Planning and Procurement

Richland Hills TRE Station Access Improvement and Parking Expansion. The current access via Burns Street is substandard both in alignment and capacity. Additionally, the existing parking lot is inadequate, with an average of 50 vehicles daily parking in an adjacent dirt lot. A new paved lot with capacity for 100 vehicles is scheduled where the dirt lot is located, once the real estate has been secured.

Measurement: Close purchase of real estate by end of May 2011. Complete construction by end of December 2011.

Responsible: Project Management

Coordination: Real estate consultant Planning and Procurement.

Summer Creek Park and Ride. Providing added passenger capacity in the Southwest of the service area, this development will initially provide 100 parking spaces for the first stage of new bus service in the area. The first phase will involve extensive access and drainage work.

Measurement: Complete permitting and design by September 2011.

Responsible: Project Management

Coordination: Planning

**Organizational Goal # 2: Complete TEX Rail plan, which will include the February 2012 congressional record listing and Preliminary Engineering completion by the end of 2012.**

**Departmental Project:** Include TEX Rail in the February 2012 congressional record: To meet this goal, the FTA New Starts submittal will need to be reviewed and approved by the FTA by December 2011

Measurement Receive FTA approval of New Starts submittal documents and receive approval from the FTA to enter Preliminary Engineering by December 2011.

Responsible: Project Management

Coordinating Department: Planning, Finance

**Departmental Project:** Complete P.E. by the end of 2012: To meet this goal approval will be needed from the FTA to enter preliminary engineering by December 2012, and preliminary engineering will need to progress without any delays.

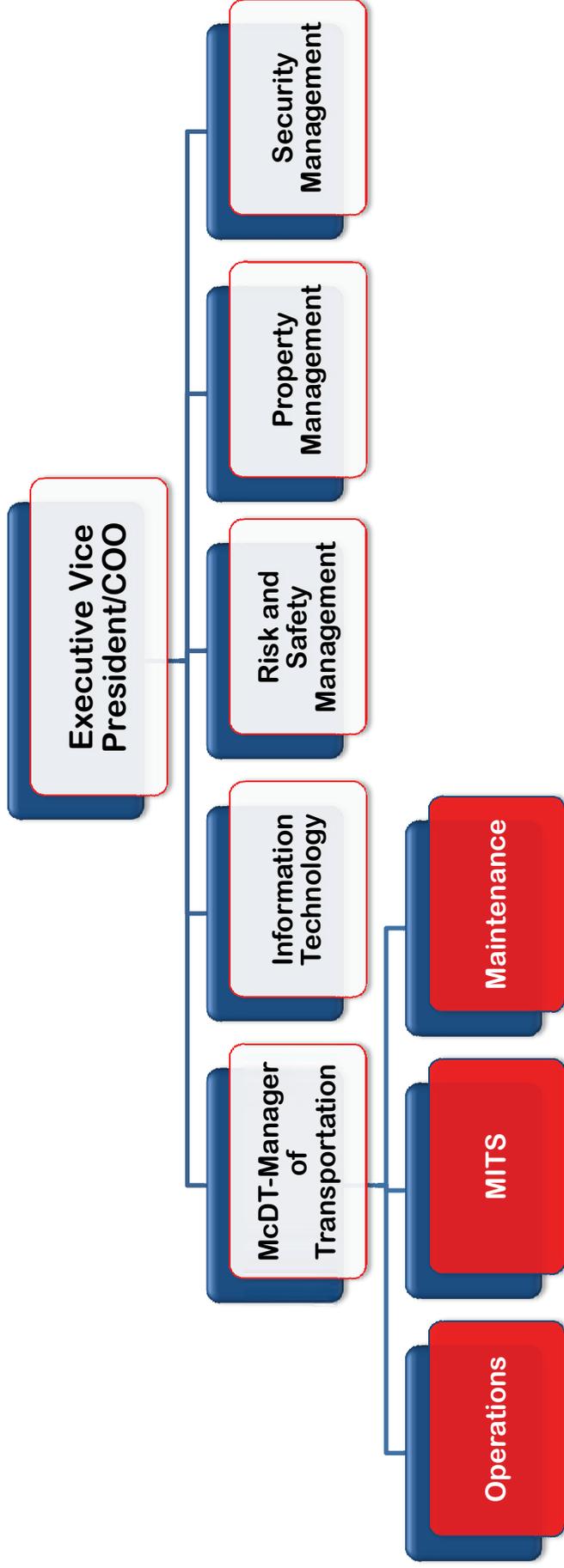
Measurement: Complete Preliminary Engineering by December 2012.

Responsible: Project Management

Coordinating Department: Planning, Finance



# Executive Vice President/COO



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## Departmental Summary

**Department**

Maintenance

**Department Number**

0110

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### Department Summary of Purpose and Goals

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

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### Key Performance Indicators

	<i><b>FY11 YTD 09/30/11</b></i>	<i><b>FY12 Budget</b></i>
Average Miles between Road calls (fixed Route Bus)	8493	7507
Average Miles between Road calls (MITS)	5697	4500



## The T 2012 Business Plan Maintenance

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

**Organizational Goal # 1**     **Improve the image of public transit by the end of fiscal 12 by enhancing The T's service as measured by:**

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

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

Measurement:     Oct 2011

Responsible:     Maintenance

Coordinating Department:     N/A

**Departmental Project:**     **Build office for O&M contractors**

Measurement:     Oct 2011

Responsible:     Maintenance

Coordinating Department:     N/A

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

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

**Departmental Project:**     **Place Articulated buses in service**

Measurement:     Oct 2011

Responsible:     Maintenance

Coordinating Department:     OPS, Scheduling





## The T 2012 Business Plan MITS

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

**Organizational Goal # 1**      **Improve the image of public transit by the end of fiscal 12 by enhancing The T's service as measured by:**

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

**Departmental Project:**      **Increase the Transit Ambassador new client training by 5% to achieve a goal of 160 clients per ambassador for a total of 320 clients.**

Measurement:      Achieve a 5% increase in new client training for a total of 320 clients by 9/30/2012.

Responsible:      Mark Shoop, Greg Scott and the Transit Ambassadors

Coordinating Department:      MITS Administration and Bus Operations

**Departmental Project:**      **Promote the use of the MITS+1 pass to passengers to increase MITS+1 ridership on fixed route bus service by 10% to achieve a total of 278,300 trips.**

Measurement:      Achieve a 10% increase in MITS+1 ridership for a total of 278,300 trips by 9/30/12.

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

Coordinating Department:      Marketing, Bus Operations and MITS Operations

**Departmental Project:**      **Decrease customer Service Complaints by 10% in FY2012 for a total not to exceed 108 complaints.**

Measurement:      Achieve goal of a 10% reduction in customer service complaints for a total not to exceed 108 by 9/30/2012.

Responsible:      Lauri Brown and the MITS Team

Coordinating Department: Customer Service Center

**Organizational Goal # 2:** **Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity.**

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

Measurement: Each MITS Team member will actively participate in the National Seminars Training Program during FY2012.

Responsible: Lauri Brown

Coordinating Department:

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

Measurement:

- Always get input from frontline employees before changes are made in areas that affect them.
- Keep frontline employees informed of all changes in advance.
- Meet with operators in Teams and individually to find out how to make runs and work environment better.
- Meet with staff bi-weekly to gain input on how the T can serve them better.
- Intervene for operators with company issues that distract them from providing good customer service.
- Work with IT to provide 99.9% up time of all technology so that staff has the tools necessary to do their job efficiently and effectively.

Responsible: Lauri Brown, MITS Team

Coordinating Department: IT, HR, Accounting

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

Measurement: Implement operator incentive programs that reward safe driving, good attendance and good customer service throughout FY2012 thus improving operator morale. Example: Operator Lottery: Extra Board operators with zero accidents, zero absences and great customer service each month are eligible to be drawn “lottery style” for the schedule of their choice for a week.

Responsible: MITS Team

Coordinating Department: N/A

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

Measurement: MITS employee involvement and incentives earned in wellness programs will increase by 5% by 9/30/12.

Responsible: Lauri Brown

Coordinating Department: HR





## The T 2012 Business Plan Operations

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

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

**Departmental Project:**     **Reduce customer complaints from 3.0 to 2.5 and increase ridership by 5%**

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

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

**Coordinating Department:**     N/A

- Organizational Goal # 3:**     **Increase ridership 5% by September 30, 2012 completing:**
- **The Enhanced Bus Corridor**
  - **North Park & Ride**
  - **Sierra Vista**
  - **Richland Hills TRE Park & Ride Access Parking Improvements**

**Departmental Project:**     **Schedule and implement service on the Enhanced Bus Corridor**

**Measurement:**     Train all bus operators and supervisors on the Articulator Buses by September 30, 2011

**Responsible:**     Operations and Training

**Coordinating Department:**     N/A

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

**Departmental Project:** Establish an award system to recognize great performers.

Measurement: Give quarterly customer service and attendance awards.

Responsible: Operations

Coordinating Department: N/A

## Departmental Summary

**Department**

Information Technology

**Department Number**

0150

### Department Summary of Purpose and Goals

Provide and support Information Technology solutions.

#### Key Performance Indicators

	<i><b>FY11 YTD 09/30/11</b></i>	<i><b>FY12 Budget</b></i>
Complete purchase of leased Dell computer systems	85%	\$20,000
Complete conversion of company desktops to Windows 7 OS	10%	\$74,000
Replace obsolete tape backup solution	10%	\$100,000
Implement automated timekeeping system	5%	\$30,000
Upgrade audio/visual capabilities at the ITC	5%	\$85,000
Enhance IT support infrastructure	30%	\$250,000
Implement Disaster Recovery/Business Continuity plan and site	20%	\$175,000



## The T 2012 Business Plan Information Technology

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

**Organizational Goal # 1**     **Improve the image of public transit by the end of fiscal 12 by enhancing The T's service as measured by:**

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

**Departmental Project:**     **ITC Audio/Visual Upgrades**

Measurement:     Successful completion of upgrade to the AV capabilities of the conference facilities available at the Intermodal Transfer Center.

Responsible:     Information Technology

Coordinating Department:     Property Management, Procurement

**Departmental Project:**     **Purchase leased Dell computer systems**

Measurement:     Completed purchase with Dell.

Responsible:     Information Technology

Coordinating Department:     Procurement

**Departmental Project:**     **Replace tape backup solution**

Measurement:     Implementation of a new backup solution.

Responsible:     Information Technology

Coordinating Department:     Procurement

**Departmental Project:**     **Implement automated timekeeping system**

Measurement:     Successful implementation of an automated timekeeping system for use throughout the company.

Responsible:     Information Technology

Coordinating Department: Procurement, Operations, Maintenance, Customer Service, Accounting

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

Measurement: Implementation of a location to recover critical business systems in the event of a significant interruption of normal business operation.

Responsible: Information Technology

Coordinating Department: Procurement

**Departmental Project: Enhance IT support infrastructure**

Measurement: Improvement in tools and infrastructure available to all departments to enhance their ability to support the overall T mission.

Responsible: Information Technology

Coordinating Department: All Departments

## Departmental Summary

**Department**                      Property Management                      **Department Number**                      0110

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### Department Summary of Purpose and Goals

Responsible for facilities/amenities management, improvements and leasing

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#### Key Performance Indicators

	<i>FY11 YTD 09/30/11</i>	<i>FY12 Budget</i>
Increase T&P Rental Revenue	\$91k	\$110k
T&P Weekend (Fri-Sun) Occupancy Rate	40%	52%
Participation in Bike Share Program	N/A	\$250K in funding committed



## The T 2012 Business Plan Property Management

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

**Organizational Goal # 1**     **Improve the image of public transit by the end of fiscal 12 by enhancing The T's service as measured by:**

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

**Departmental Project:**     **Develop and implement Bike Share Program**

Measurement:     Completed by April 30, 2012

Responsible:     Property Management

Coordinating Department:     Planning, Marketing

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

Measurement:     Completed by October 31, 2011

Responsible:     Property Management

Coordinating Department:     Marketing

**Organizational Goal # 5:**     **Complete TEX Rail plan, which will include the February 2012 congressional record listing and P.E. completion by the end of 2012.**

**Departmental Project:**     **Assist in the management of land purchased for TEX Rail plan**

Measurement:     Ongoing

Responsible:     Property Management

Coordinating Department:     Legal, Facilities Maintenance

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

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

Measurement: Ongoing

Responsible: Property Management

Coordinating Department: Company-wide

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

Measurement: Ongoing

Responsible: Property Management

Coordinating Department: Cross-departmental; Event Committee Members

# Departmental Summary

**Department** Transit Security **Department Number** 0145

## Department Summary of Purpose and Goals Department Overview

Manages and supervises 30 part-time Transit Security Officers, including 14 contracted security officers. Investigates security related incidents for all modes of operation. Manages training for security personnel (both outside security contractors and Transit Security Officers) in the use of the T's security systems. Investigates losses through interviews and security audits. Implementation of the security plan through installation of camera and software upgrades to T property and interests.

### Key Performance Indicators

	<i><b>FY11 YTD 09/30/11</b></i>	<i><b>FY12 Budget</b></i>
Ensure 2012 TSO budget does not exceed 2011 budget by 4%.	\$292,208	\$303,920
Overall reported incidents are less than 4.1 per 100,000 riders.	4.55	4.1
NTD reportable incidents are less than 1.85 per 100,000 riders.	2.05	1.8
All passenger-type incidents are less than 3.0 per 100,000 riders.	3.37	3.0



## The T 2012 Business Plan Transit Security

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

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

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

Measurement:     **Submit ride checks forms to Operations VP for review, thru Sept 2012.**

Responsible:     Risk Management

Coordinating Department:     Operations, Planning

- Organizational Goal # 3:**     **Increase ridership 5% by September 30, 2012 completing:**
- **The Enhanced Bus Corridor**
  - **North Park & Ride**
  - **Sierra Vista**
  - **Richland Hills TRE Park & Ride Access Parking Improvements**

**Departmental Project:**     **Complete environment design by installing surveillance cameras at Sierra Vista, ensuring operational status.**

Measurement:     Installation of cameras.

Responsible:     Security

Coordinating Department:     **Project Management, Planning**

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

**Departmental Project:** Develop computer-based incident reporting and scheduling system for Transit Security Staff

Measurement: November 2011

Responsible: Risk Management

Coordinating Department: IT

# Departmental Summary

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

## 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.

## Key Performance Indicators

	<i><b>FY11 YTD 09/30/11</b></i>	<i><b>FY12 Budget</b></i>
Keep small claims cost less than \$140,000 FY 12	\$130,000	\$140K or less
Reduce preventable vehicle collision by 20%	80	64 or less
Maintain decline in reported passenger injuries	19	19 or less
Recover over 90% of subrogation claims	94%	90%>



## The T 2012 Business Plan Risk Management

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

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

**Departmental Project:**    **It is the Risk Management Department's goal to insure a safe environment for all customers riding The T's vehicles. This will be established through ongoing Safety Training, The Fleet Monitoring System, and Smith System Web Based Driving improvement training. This will help maintain the public's favorable perception of The T by continuing our policy of taking the greater care of all customers.**

Measurement:    Number of claims filed

Responsible:    Risk Management

Coordinating Department:    Operations

- Organizational Goal # 3:**    **Increase ridership 5% by September 30, 2012 completing:**
- **The Enhanced Bus Corridor**
  - **North Park & Ride**
  - **Sierra Vista**
  - **Richland Hills TRE Park & Ride Access Parking Improvements**

**Departmental Project:**    **It is the Risk Management Department's goal to insure a safe environment for all customers riding the T's vehicles. This has been established through a comprehensive safety program. This program includes inspections of the facilities and route safety inspections which will be used to help establish this organizational goal.**

Measurement:    Quarterly safety inspections of the facilities

Responsible: Risk Management

Coordinating Department: Operations, Planning

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

**Departmental Project:** **The Risk Management Department is in developmental stages of a safety incentive program to coincide with the safety bonus program written in the MDT contract. This programs purpose will be to promote safety and give incentives on a monthly to quarterly basis if the goals can be meet.**

Measurement: Goal Attainment for operators

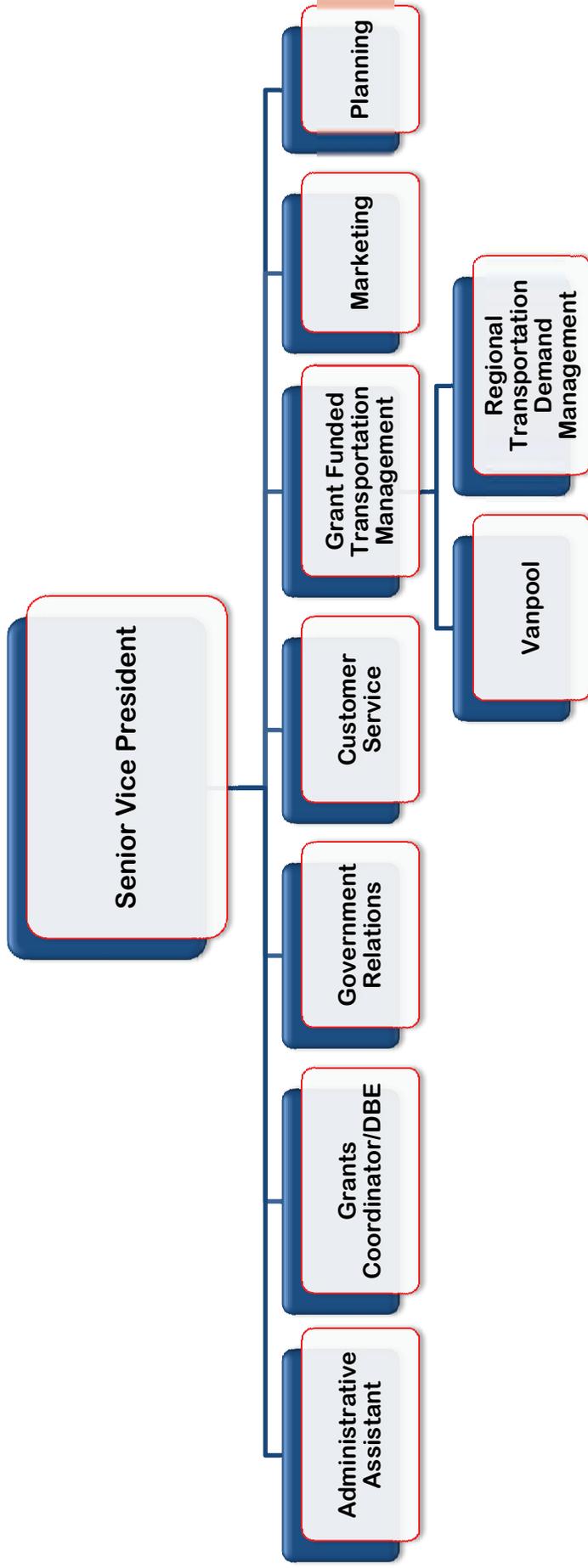
Responsible: Risk Management

Coordinating Department: Operations

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# Senior Vice President



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## Departmental Summary

**Department**                      Customer Service                      **Department Number**                      0120

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### Department Summary of Purpose and Goals

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

### Key Performance Indicators

	<i><b>FY11 YTD 09/30/11</b></i>	<i><b>FY12 Budget</b></i>
Percentages of ACD abandoned calls per month	3%	No more than 3%
Customer service representatives ride routes to remain familiar with the bus service	5 routes per rep annually	5 routes per rep annually
Monthly information sharing meetings with other departments	Monthly	Monthly
Customer service training for professionalism		All CSRs



## The T 2012 Business Plan Customer Service

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

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

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

Measurement:    Decrease customer service rep complaints by 10% over FY11

Responsible:    Customer Service

Coordinating Department:    N/A

**Departmental Project:**    **Provide support for implementation of Interactive Voice Response (IVR) system for passengers who call in for schedule information.**

Measurement:    Implemented by September 30, 2012

Responsible:    IT

Coordinating Department:    Customer Service, Planning, and Scheduling

- Organizational Goal # 3:**    **Increase ridership 5% by September 30, 2012 completing:**
- **The Enhanced Bus Corridor**
  - **North Park & Ride**
  - **Sierra Vista**
  - **Richland Hills TRE Park & Ride Access Parking Improvements**

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

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

Responsible: Customer Service Administrator

Coordinating Department: Planning, Operations

**Organizational Goal # 4:** **Introduce a customer-friendly trip planning process by September 30, 2012 using internet and other technology based planning tools.**

**Departmental Project:** **Provide support as necessary to clean up the files in Trapeze so that on-line trip planning can be implemented**

Measurement: Implemented September 30, 2012

Responsible: Planning and IT

Coordinating Department: Customer Service

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

**Departmental Project:** **Work with Wellness Manager to develop modified Wellness Program**

Measurement: 100% participation

Responsible: Customer Service Administrator

Coordinating Department: HR

**Departmental Project:** **Provide cross training for customer service staff with other departments including MITS and operations as well as other training for professional development.**

Measurement: 10 participants

Responsible: Customer Service Administrator

Coordinating Department: MITS, Operations, Accounting and HR





## The T 2012 Business Plan DBE

*Encourage Disadvantaged Business Enterprise Firms' participation in The T's procurement and/or Fiscal 2012 Capital Projects Budget.*

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

**Departmental Project:**     **Reach out to the various cohorts in the community on DBE participation increasing the visibility of The T.**

Measurement:     Increased DBE participation on projects.

Responsible:     DBE outreach

Coordinating Department:     Procurement Department

- Organizational Goal # 2:**     **Complete three signed agreements with strategic partners by the end of FY12 through developing plans for Haltom City, the City of Arlington and business advocacy groups.**

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

Measurement:     Additional member cities

Responsible:     DBE outreach

Coordinating Department:     Procurement Department

- Organizational Goal # 3:**     **Increase ridership 5% by September 30, 2012 completing:**
- **The Enhanced Bus Corridor**
  - **North Park & Ride**
  - **Sierra Vista**
  - **Richland Hills TRE Park & Ride Access Parking Improvements**

**Departmental Project:** **Ensure at least 20% DBE participation on all Federally funded capital projects.**

Measurement: 20% participation on all capital projects

Responsible: DBE outreach and Procurement Department

Coordinating Department: Project Management

**Organizational Goal # 4:** **Introduce a customer-friendly trip planning process by September 30, 2012 using internet and other technology based planning tools.**

**Departmental Project:** **If possible, reach out to the community to participate in the project.**

Measurement: Level of participation

Responsible: DBE outreach

Coordinating Department: Planning and Community Outreach

**Organizational Goal # 5:** **Complete TEX Rail plan, which will include the February 2012 congressional record listing and P.E. completion by the end of 2012.**

**Departmental Project:** **Ensure at least 20% DBE participation on the overall project.**

Measurement: 20% participation

Responsible: DBE outreach

Coordinating Department: Project Management, Planning, Executive Management

# Departmental Summary

**Department**                      Grants Administration                      **Department Number**                      0110

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## Department Summary of Purpose and Goals

Manage existing discretionary and formula funding and identify new funding opportunities. In addition, providing oversight to The T's programs to ensure that the organization is managing the programs in accordance with Federal requirement.

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### Key Performance Indicators

	<i><b>FY11 YTD 09/30/11</b></i>	<i><b>FY12 Budget</b></i>
Submit all reports requested accurately and on time	Quarterly, on-going	9/30/12
Apply for all available funding opportunities as various programs are announced while searching for new opportunities	On-going, as available	9/30/12
Provide technical oversight on grant funded projects	On-going, as needed	9/30/12
Facilitate FTA involvement with grant funded projects	On-going	9/30/12
Assist with submitting FTA New Starts application documentation for TEX Rail project	FY 2012	9/30/12



## The T 2012 Business Plan Grants Administration

*Manage existing discretionary and formula funding and identify new funding opportunities. In addition, providing oversight to The T's programs to ensure that the organization is managing the programs in accordance with Federal requirement.*

**Organizational Goal # 1**     **Improve the image of public transit by the end of fiscal 12 by enhancing The T's service as measured by:**

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

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

Measurement:     Audits

Responsible:     Grants Administration

Coordinating Departments:     Administration, Project Management, Planning, IT, Accounting, Maintenance

**Organizational Goal # 2:**     **Complete three signed agreements with strategic partners by the end of FY12 through developing plans for Haltom City, the City of Arlington and business advocacy groups.**

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

Measurement:     Audits

Responsible:     Grants Administration

Coordinating Department:     Administration, Project Management, Planning, IT, Accounting, Maintenance

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

- **The Enhanced Bus Corridor**
- **North Park & Ride**
- **Sierra Vista**

- **Richland Hills TRE Park & Ride Access Parking Improvements**

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

Measurement: FTA oversight

Responsible: Grants Administration

Coordinating Department: Project Management

**Organizational Goal # 4:** Introduce a customer-friendly trip planning process by September 30, 2012 using internet and other technology based planning tools.

**Departmental Project:** Pursue grant funding opportunities for programs such as trip planning technology.

Measurement: Success in finding a funding opportunity

Responsible: Grants Administration

Coordinating Department: Planning, IT

**Organizational Goal # 5:** Complete TEX Rail plan, which will include the February 2012 congressional record listing and P.E. completion by the end of 2012.

**Departmental Project:** Ensure all Federal requirements are met involving TEX Rail.

Measurement: FTA oversight

Responsible: Grants Administration

Coordinating Department: Administration, TEX Rail project management, Planning

# Departmental Summary

**Department**                      Governmental Relations                      **Department Number**                      0110

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## Department Summary of Purpose and Goals

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

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## Key Performance Indicators

	<i>FY11 YTD 09/30/11</i>	<i>FY12 Budget</i>
Coordination with elected officials to seek funding for the TEX Rail corridor project	NA	March 30, 2012
Work on securing the extension of the alternative fuels gas tax credit in Washington D.C.	NA	September 30, 2012
Work with the Fort Worth City Council offices to improve communication and working relationships	NA	September 30, 2012



## The T 2012 Business Plan Governmental Relations

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

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

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

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

Responsible:     Assistant Vice President of Government Relations

Coordinating Department:     To be determined case by case

- Organizational Goal # 2:**     **Complete three signed agreements with strategic partners by the end of FY12 through developing plans for Haltom City, the City of Arlington and business advocacy groups.**

**Departmental Project:**     **Business Support Group for TEX Rail**

Measurement:     Creating the business support group and sustaining support for TEX Rail locally and in D.C. by coordinating a trip to D.C., holding meetings locally and providing support materials to the group

Responsible:     Shawna Russell, T Board Vice-chair

Coordinating Department:     Administration

- Organizational Goal # 5:**     **Complete TEX Rail plan, which will include the February 2012 congressional record listing and P.E. completion by the end of 2012.**

**Departmental Project:**     **Completion of making the case document**

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

Responsible: Assistant Vice President of Government Relations

Coordinating Department: Administration, Planning, TEX Rail Project Management

## Departmental Summary

<b>Department</b>	Employer Relations (Vanpool and RTDM)	<b>Department Number</b>	9080 9082
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### Department Summary of Purpose and Goals

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

### Key Performance Indicators

	<i><b>FY11 YTD 09/30/11</b></i>	<i><b>FY12 Budget</b></i>
Total participating employers with Regional Trip Reduction programs	302	318
Total vanpools	186	206
Total vanpool capacity	75%	80%
Employers subsidizing employees' transportation (E-pass or TransiCheck Voucher programs)	28	30



## The T 2012 Business Plan Employer Relations (Vanpool and RTDM)

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

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

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

Measurement:    80% vanpool capacity

Responsible:    Employer Relations Department

Coordinating Department:    Marketing

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

Measurement:    Add 10 new vanpool groups

Responsible:    Employer Relations Department

Coordinating Department:    Marketing

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

Measurement:    5% increase in ridership

Responsible:    Employer Relations Department

Coordinating Department:    Marketing

**Organizational Goal # 2:**    **Complete three signed agreements with strategic partners by the end of FY12 through developing plans for Haltom City, the City of Arlington and business advocacy groups.**

**Departmental Project:** **Enhanced Interlocal agreement with NETS resulting in The T playing a more active role in service delivery and managing federal and state grants**

Measurement: Positive relationship with all NETS' cities, including Haltom City and North Richland Hills

Responsible: Carla Forman

Coordinating Department: Administration

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

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

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

Measurement: Projects completed on-time and new service implemented

Responsible: Assistant Vice President of Grant Funded Transportation Management

Coordinating Department: Project Management, Planning, Scheduling, Marketing

**Departmental Project:** **Promote new park and ride lots to carpool and vanpool groups**

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

Responsible: Employer Relations

Coordinating Department: Marketing

**Organizational Goal # 4:** **Introduce a customer-friendly trip planning process by September 30, 2012 using internet and other technology based planning tools.**

**Departmental Project:** **Provide input on the project as warranted**

Measurement: Project completed on-time and implemented

Responsible: Carla Forman

Coordinating Department: Planning, IT, Marketing, Customer Relations

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

**Departmental Project:** Continue to encourage participation in The T's Wellness Program

Measurement: Employer Relations Staff participate

Responsible: Employer Relations

Coordinating Department: Human Resources

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

Measurement: Completion of professional development training program

Responsible: Employer Relations

Coordinating Department: Human Resources, IT

## Department Summary

Department

Marketing

Department Number

0125

### Department Overview

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

1. Aggressively market T services to increase ridership productivity on bus and rail.
2. Continue community outreach activities to maintain image as community partner.
3. Develop and implement advertising and public relations designed to improve awareness and trail usage of the T / TRE and strengthen the T brand.
4. Develop BRT marketing plan for October 2011 launch.
5. Develop marketing plan to promote TEX Rail

### Performance Measures

	<i>FY11 YTD 9/30/11</i>	<i>FY 2012 Budget</i>
Community Outreach activities	12	12
Community presentations	12	12
TRTC Newsletter	0	12
T Rider newsletter	2	4
Facebook posts	26	52
Media events/activities	4	4
TEXT blasts	6	12



## The T 2012 Business Plan Marketing Department

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

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

**Departmental Project:**     **Develop and place 3 positive news stories**

Measurement:     Measure whether 3 stories were placed

Responsible:     Communications Manager

Coordinating Department:     Marketing

- Organizational Goal # 2:**     **Complete three signed agreements with strategic partners by the end of FY12 through developing plans for Haltom City, the City of Arlington and business advocacy groups.**

**Departmental Project:**     **Continue business community outreach**

Measurement:     Chamber and business group sponsorship dollars, events

Responsible:     Marketing

Coordinating Department:     Marketing

- Organizational Goal # 3:**     **Increase ridership 5% by September 30, 2012 completing:**
- **The Enhanced Bus Corridor**
  - **North Park & Ride**
  - **Sierra Vista**
  - **Richland Hills TRE Park & Ride Access Parking Improvements**

**Departmental Project:**     **SPUR Enhanced Bus Corridor marketing plan**

Measurement:     Advertising, Public Relations, Community outreach activities

Responsible:     Marketing

Coordinating Department: Planning

**Organizational Goal # 4:** Introduce a customer-friendly trip planning process by September 30, 2012 using internet and other technology based planning tools.

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

Measurement: Customer Satisfaction survey

Responsible: Marketing

Coordinating Department: IT, Planning

**Organizational Goal # 5:** Complete TEX Rail plan, which will include the February 2012 congressional record listing and P.E. completion by the end of 2012.

**Departmental Project:** Develop TEX Rail video

Measurement: Did video get created

Responsible: Marketing

Coordinating Department: Purchasing





## The T 2012 Business Plan Planning

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

**Organizational Goal # 1**     **Improve the image of public transit by the end of fiscal 12 by enhancing The T's service as measured by:**

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

**Departmental Project:**     **Develop bus service proposals for quarterly service changes matching budget expectations.**

Measurement:     Implement service changes in Oct. 2011, Jan. 2012 & May 2012

Responsible:     Planning

Coordinating Department:     Scheduling & operations

**Departmental Project:**     **Continue organization of Route Monitoring Committee and “Meet The Staff” sessions to gather operator input on proposed service modifications.**

Measurement:     On-going effort

Responsible:     Planning

Coordinating Department:     Scheduling & operations

**Departmental Project:**     **Develop service plans for future Park-n-Ride facilities. Potentially utilizing JARC money as available. Explore partnership opportunities.**

Measurement:     Develop plans of action by January 2012

Responsible:     Planning

Coordinating Department:     Scheduling, Administration, Grants Admin.

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

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

**Departmental Project:** **Remove, add or adjust bus stops and amenities to accommodate new Enhanced Bus Corridor service.**

Measurement: Adjust bus stops by September 2011

Responsible: Planning

Coordinating Department:

**Departmental Project:** **Implement bus service plan accommodating new BRT corridor service.**

Measurement: Implement new service Oct 2, 2011

Responsible: Planning

Coordinating Department: Scheduling & operations

**Departmental Project:** **Assist in development of Sierra Vista project by reviewing facility plans and producing route adjustment plans.**

Measurement: Develop plan by December 2011

Responsible: Planning

Coordinating Department: Project Management

**Departmental Project:** **Develop service plan for service to the North park-n-ride facility. Include a plan for innovative service to residential/commercial areas north of 820 such as flexible route service.**

Measurement: Develop plan by January 2012

Responsible: Planning

Coordinating Department: Scheduling

**Organizational Goal # 4:** Introduce a customer-friendly trip planning process by September 30, 2012 using internet and other technology based planning tools.

**Departmental Project:** Go “live” with a Google trip planner function. Assure bus stops are captured digitally and correctly identified thus producing data that is adequately accurate enough to deliver customer-friendly transit planning.

Measurement: Go Live Google trip planner allowing public to plan trips on October 2, 2011

Responsible: Planning

Coordinating Department: IT & Marketing

**Departmental Project:** Assist in the production and delivery of “real time” passenger signage as part of the E. Lancaster Enhanced Bus Corridor project.

Measurement: Implement live date in January 2012

Responsible: IT

Coordinating Department: Planning

**Departmental Project:** Assure Trapeze data is adequately accurate enough to go “live” with a Trapeze-version trip planner function allowing dynamic real-time transit information via The T’s website.

Measurement: Go Live Trapeze/T Website trip planner allowing public to plan trips on July 1, 2012

Responsible: Planning

Coordinating Department: IT & Marketing

**Organizational Goal # 5:** Complete TEX Rail plan, which will include the February 2012 congressional record listing and P.E. completion by the end of 2012.

**Departmental Project:** Assist in submission of New Starts Request

Measurement: Submit document by Sept 2012

Responsible: Project Management

Coordinating Department: Planning & Administration

**Departmental Project: Request entry into Preliminary Engineering**

Measurement: Submit request by December 2011

Responsible: Project Management

Coordinating Department: Planning

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

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

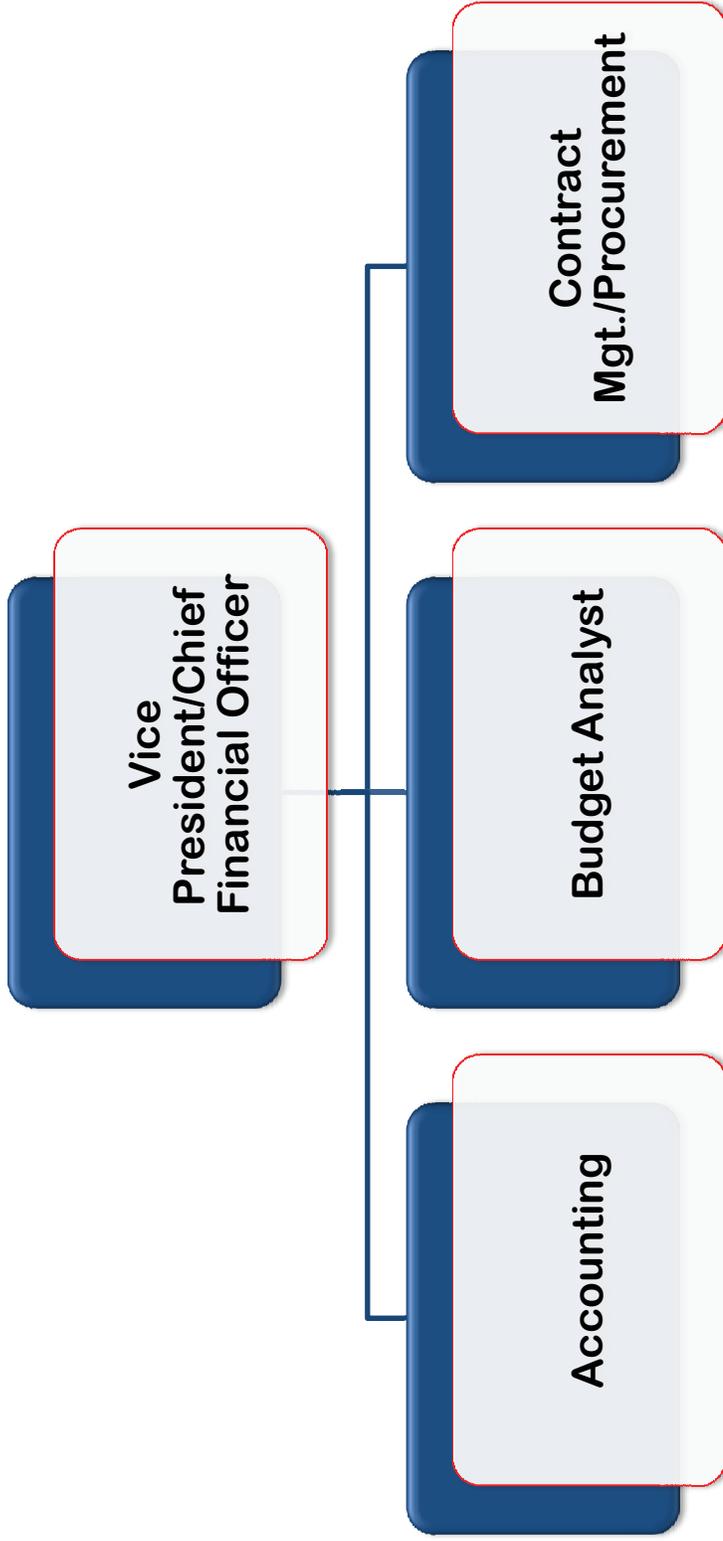
Measurement: On-going

Responsible: Planning

Coordinating Department:



# Finance



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# Departmental Summary

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

## Department Summary of Purpose and Goals

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

### Key Performance Indicators

	<i><b>FY11 YTD 09/30/11</b></i>	<i><b>FY12 Budget</b></i>
Fare box accuracy	.22%	+/.5%
Prepare a balanced budget for FY2011	N/A	09/30/11
Complete fiscal 2012 Business Plan & Budget Book	N/A	12/31/10
Update the 2020 financial plan for the inclusion in the Tex Rail new starts application	N/A	12/31/11
Review current archived documents to ensure there is no duplication of current sorted documents	N/A	03/31/11
Fare Ratio	13.08%	14.00%



## The T 2012 Business Plan Finance, Accounting/Budget & Procurement

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

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

**Departmental Project:**     **Update the procurement policy based on current regulations to ensure that all procurements comply with FTA standards.**

Measurement:     Completion by September 30, 2012.

Responsible:     Procurement, CFO

Coordinating Department:     Procurement, CFO, Legal

- Organizational Goal # 3:**     **Increase ridership 5% by September 30, 2012 completing:**
- **The Enhanced Bus Corridor**
  - **North Park & Ride**
  - **Sierra Vista**
  - **Richland Hills TRE Park & Ride Access Parking Improvements**

**Departmental Project:**     **Track expenses & grant reimbursements on a timely basis.**

Measurement:     Track expenses & grant reimbursements monthly.

Responsible:     CFO, Accounting, and Grant Administer

Coordinating Department:     Finance, Grants

- Organizational Goal # 5:**     **Complete TEX Rail plan, which will include the February 2012 congressional record listing and P.E. completion by the end of 2012.**

**Departmental Project:**     **Address FTA comments on The T's 20 year financial plan**

Measurement:     Completion by December 31, 2011.

Responsible: CFO

Coordinating Department: CFO

**Departmental Project:** **Participate in NCTCOG innovative plan for the Cottonbelt corridor.**

Measurement: Completion by May 31, 2012

Responsible: Finance, Planning, Project Management

Coordinating Department: Finance, Planning, Project Management

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

**Departmental Project:** **Monitor local agency websites (NCTCOG, NTI) for local low cost training opportunities for staff.**

Measurement: Completion by September 30, 2012.

Responsible: CFO

Coordinating Department: CFO

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## **FORT WORTH TRANSPORTATION AUTHORITY (THE T) Fiscal Year 2012**

### **Budget Introduction**

The adopted fiscal 2012 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 2012 budget total \$61.0 million. This amount represents a 3.9% increase over fiscal 2011 actual operating expenses. Salaries and fringe benefits and service type expenses increased approximately \$0.8 and \$0.9 million, respectively. The remaining operating expense increase was spread among the other expense items.

The T's operating revenue is expected to increase from fiscal 2011 actual levels due primarily to a 4.6% projected increase in sales tax revenue. During the last few months of fiscal 2011, the DFW area experienced an economic recovery, which should continue throughout fiscal 2012. Sales tax revenue is generally based on a number of local economic and demographic trends, including employment, inflation, and population growth. We have seen improvement in all of these areas in the past few months. A 1.7% increase was also projected for fare revenue based on continuing strong ridership in all modes.

Fort Worth is The T's largest member city with a total population of approximately 746,290. It is also one of the fastest growing cities in the country. According to Department of Labor statistics, the unemployment rate in Fort Worth and The T's service area has been approximately 8.2% during 2010 and 2011. This is below the national unemployment average of 9.5% during the same period.

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

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

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

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

### **Budget**

The T's budget continues to recognize the importance of efficient service that meets the needs of our customers and community, while maintaining a balanced budget. The T defines balanced budget as expenses/expenditures equaling revenues and budgeted surplus. Some of the principal issues facing The T include rising cost and greater service demands. The fiscal 2012 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 2012 budget is to build reserves for future commuter rail expansion. Prioritizing other capital projects and limiting increases in operating expenses to critical services will help accomplish this goal. The following is a description of The T's accounting and budget process and system of controls.

### **Internal Control Structure**

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

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

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

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

The activities of The T are similar to those of proprietary funds of local jurisdictions; therefore, are reported in an enterprise fund. The activities are accounted for, in a single fund, on a flow of economic resources measurement focus. With this measurement focus, all assets and liabilities associated with operations are included in a single fund type. Furthermore, The T does not have any component units and does not meet the requirements to be included as a component unit in other governmental entities.

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

**Administration Departments**

Operations Administration  
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  
Fixed Route Vehicle Operations  
Vehicle Maintenance

**Grant Funded Departments**

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

**Basis of Budgeting**

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

**Basis of Accounting**

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

**Financial Policies & Standards**

The Board of Directors, to ensure a sound financial future, adopted the T's Financial Policies and Standards June 6, 2002. The proposed fiscal 2012 budget meets these standards:

- Accounting records shall be maintained in accordance with Generally Accepted Accounting Principles (GAAP) and Government Accounting Standards Board (GASB) standards.
- The T's funds shall be invested in accordance with its Investment Policy and with applicable state laws.
- An independent accounting firm shall examine at least annually The T's financial statements and as required by law.
- The T shall maintain appropriate insurance coverage to mitigate the risk of material loss; a cash reserve of \$1 million shall be established to ensure that self-insured retentions can be met.

- The T shall maintain a cash reserve to cover at least one month’s budgeted operating expenses net of operating revenues.
- The Board of Directors shall receive a “Proposed Budget” for the next fiscal year no later than July of each year. Once accepted by the Board, the Proposed Budget will be mailed to member cities, which will be given at least 30 days to review it. The Board shall adopt the final budget, as well as the assumptions and methodologies used therein, no later than September 30 of each year, which is The T’s fiscal year-end.
- The proposed Operating Expenses in each year’s budget shall not exceed the reasonably predictable “Revenues Available for Operations” shall include Operating Revenues (fares collected, pass sales, etc), Sales Tax Revenue, Investment Income, Rental Income and Federal Formula Grants.

### **Budgetary Controls**

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

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

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

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

**Guide for Development of the Operating Budget**

The following table is a timeline of the development of the fiscal 2012 Operating and Capital Budget:  
**Budget Calendar**

<b>April 1</b>	<b>FY12 Board Retreat</b>
<b>April 13</b>	<b>FY12 Management Retreat &amp; Budget Kick-Off</b> The focus of this will be to communicate this year’s budget message and address any questions that may arise. The Budget Instruction Manual will be distributed and the FY12 Tracking Sheets emailed by April 18.
<b>April 18 – April 28</b>	<b>Departments Compose Proposed Budgets</b> The Budget Analyst, will meet with each department head to provide assistance (as needed) in developing his/her operating and capital budgets.
<b>April 29</b>	<b>Departmental Operational Budgets due</b> All departments submit FY11 re-estimates and requests for FY12, including improvement or/reduction proposals.
<b>May 6</b>	<b>Capital Budget Proposals due</b> Departments submit requests for Capital Budget proposals both new and any project started in FY11 that won’t be finished until FY12.
<b>May 13</b>	<b>Business Plan due to Budget Analyst</b>
<b>May 12 – May 20</b>	<b>Departmental Meetings</b> Meetings will be held with departments as needed.
<b>July, TBD</b>	<b>Budget &amp; Capital Committee Meeting</b>
<b>July 20</b>	<b>Preliminary Budget adopted by Board of Directors</b>
<b>July 29</b>	The preliminary adopted budget will be sent to the cities of Fort Worth, Blue Mound, Richland Hills and Grapevine for review.
<b>September 21</b>	<b>Adoption of the FY12 Budget at the Board of Director’s meeting.</b>
<b>November 16</b>	<b>FY12 Business Plan and Annual Budget presented to the Board.</b>

There are several short-term operational and financial policies of The T that guided the development of the fiscal 2012 operating budget. These include:

- Key goals of the organization will be implemented. This includes increasing system wide ridership productivity, implementing The Enhanced Bus Corridor along Lancaster Avenue, establishing and achieving 2012 milestones for the TEX Rail project, developing a technology and communication plan.
- A one million dollar self-insurance reserve continues to be maintained.
- Transit fares, valid for Metroplex-wide travel, will match fares charged by DART in order to promote a seamless fare structure between the two authorities.
- Productivity of bus service will be improved to promote efficiency and compare more favorably to peer system averages on key performance measures.

### **Fiscal 2012 Budget Challenges**

Some of the major issues that impacted the formulation of the FY12 Budget are:

- Salaries and benefits will increase \$0.8 million or 2.5% for fiscal 2012. The largest contributor to this increase is bargaining unit and staff raises, which averaged 2% and 2.5%, respectively;
- Service type expenses that include purchased transportation, which is the cost of contractor provided trips, will increase \$0.9 million or 4.9% because of the anticipated increase in paratransit trips and a new contract to maintain and operate The T's compressed natural gas fueling station; and
- Uncertainty surrounding federal funding.

### **Operating Expenses**

Salaries and fringe benefits are The T's largest expense category. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A new three-year contract was effective October 1, 2010. The agreement calls for a three percent wage increase in years one and three and a two percent increase in year two or fiscal 2012.

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

The largest portion of the other expense categories is fuel and lubricants, which increased 7.9% in the fiscal 2012 budget from the fiscal 2011 actual amount. This increase is primarily due to higher projected gasoline prices for vanpool services. The majority of The T's fuel consumption is from natural gas as most of its buses are fueled by compressed natural gas (CNG). The cost of natural gas for fiscal 2012 will not significantly change from 2011.

## Capital Expenditures

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

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

The T's capital budget for Fiscal 2012 is \$694.5 million. It includes several large multi-year projects. The projected capital expenditures for fiscal 2012 are \$28.7 million and The T's share, from local funds, is expected to be \$19.8 million. The remainder will come from federal grants.

There are several large non-routine capital expenditures for fiscal 2012:

- The ***TEX Rail*** is the largest capital project in the history of The T. The current project budget is \$620 million (in current dollars). The project will be financed by a combination of Federal and local funding sources. Currently this project is scheduled to be completed in 2016.
- The ***Richland Hills TRE Parking Improvements*** is a \$2.2 million project. It will be completed in fiscal 2012 and the cost to complete is anticipated to be \$1.1 million. This project is for the improvement of the TRE Richland Hills Station. It includes land purchase, a street realignment and additional parking.
- ***Sierra Vista Transit Plaza*** includes bus shelters, enhanced pavement, sidewalks and pedestrian walkways connecting to the urban village. Additional features include enhanced lighting, landscaping and community inspired artwork. The T will spend \$641,000 in fiscal 2012 for a total project cost of \$788,000.
- The ***Enhanced Bus Corridor (Spur\*)*** will include new transit amenities such as: newly designed passenger shelters; information kiosks with route maps; solar lighting; cub cuts; and new benches. This project will be completed by the spring of 2012. The T is projected to spend \$1.7 million in fiscal 2012 on this project for a total project cost of \$2.2 million.
- ***Radio Replacement in Vehicles & Hand Held Devices*** is anticipated to cost \$1.2 million in fiscal 2012. This project is for the replacement of our existing radios on our buses as we are transitioning to digital radios.
- There are several projects in this capital budget for park and rides and a transfer center. The North Park and Ride will be on I-35 north of town. Summer Creek Park and Ride will be in southwest Fort Worth and a transfer center will be near Berry Street and 8<sup>th</sup> Avenue in Fort Worth. These are anticipated to open in fiscal 2013.

These large non-routine capital expenditures are part of our annual long range planning process and our 25 year financial plan.

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

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

## Operating Budget Summary

The Operating Budget Summary is a comprehensive overview of revenues, operating expenses, and capital project grant reimbursement revenues. It presents actual financial results for fiscal 2010, budget and forecast information for fiscal 2011 and budget for fiscal 2012. The “% diff” column represents the percent difference between the fiscal 2012 budget and the fiscal 2011 forecast results.

### Operating Budget Summary

(Amounts in Thousands)

	FY 2010	FY 2011			FY 2012	
	Actual	Budget	Forecasted	% Diff	Budget	% Diff * Inc (Dec)
<b>Operating Revenues</b>						
Fixed Route	\$ 3,210	\$ 3,269	\$ 3,375	0.0%	\$ 3,410	1.0%
Para-transit	890	872	832	-4.6%	850	2.2%
TRE	1,541	1,728	2,426	40.4%	2,480	2.2%
E-Pass Net	251	265	253	-4.5%	265	4.7%
Other Operating	379	325	325	0.0%	325	0.0%
<b>Total Operating Revenue</b>	6,271	6,459	7,211	11.6%	7,330	1.7%
<b>Other Revenues</b>						
Sales Tax	45,182	45,552	48,644	6.8%	50,882	4.6%
Investment	717	900	600	-33.3%	600	0.0%
Advertising	243	300	325	8.3%	340	4.6%
Operating Grants	17,723	13,326	13,611	2.1%	13,450	-1.2%
Capital Grant Reimbursement	9,237	13,062	7,504	-42.6%	8,974	19.6%
Contributions from Grapevine	7,040.00	7,200.00	7,435	0.0%	7,778	4.6%
Contributions from Partners	764	600	558	N/A	600	7.5%
Miscellaneous	681	120	379	215.8%	379	0.0%
Rental Income	1,016	997	600	-39.8%	600	0.0%
<b>Total Other Revenue</b>	82,603	82,057	79,656	-2.9%	83,603	5.0%
<b>Total Revenue</b>	88,874	88,516	86,867	-1.9%	90,933	4.7%
<b>Operating Expenses</b>						
Salary and Benefits	30,314	31,692	31,153	-1.7%	31,932	2.5%
Services	17,192	18,616	18,538	-0.4%	19,444	4.9%
Fuels and Lubricants	4,053	3,450	3,499	1.4%	3,775	7.9%
Tires and Tubes	341	348	349	0.3%	353	1.1%
Maintenance Materials	3,097	3,334	2,548	-23.6%	2,719	6.7%
Supplies and Materials	237	264	292	10.6%	268	-8.2%
Utilities	1,230	1,072	1,078	0.6%	1,098	1.9%
Insurance	381	383	383	0.0%	383	0.0%
Taxes and Fees	91	102	107	4.9%	109	1.9%
Miscellaneous	759	763	766	0.4%	948	23.8%
<b>Total Operating Expenses</b>	57,695	60,024	58,713	-2.2%	61,029	3.9%
Street Improvement Fees	129	125	125	0.0%	125	0.0%
Other non-operating expense	2,548	-	2,100	-	97	-
<b>Net Available for Capital Expenditures and Reserves</b>	\$ 28,502	\$ 28,367	\$ 25,929	-8.6%	\$ 29,682	14.5%

\* Note: This is the difference between the fiscal 2012 budget and the forecasted fiscal 2011 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 2012 budget with comparisons to fiscal 2011 budget and forecast and fiscal 2010 actual results.

*amount in thousands*

Department Name	Fiscal Years			
	Budget		Forecast	Actual
	2012	2011	2011	2010
Operations Administration	\$1,747	\$1,742	\$1,703	\$1,656
Revenue Vehicle Operations	13,956	14,121	13,628	14,384
Maintenance Administration	843	839	782	823
Vehicle Maintenance	7,853	8,629	7,611	7,883
Facilities Maintenance	3,467	2,973	3,068	3,036
Marketing	1,367	1,371	1,444	1,031
Planning & Scheduling	418	354	373	363
Customer Relations	917	859	894	799
Human Resources	1,061	1,070	1,014	943
Risk Management	1,595	1,500	1,610	1,526
Accounting	983	956	1,036	924
Purchasing	296	286	288	276
Information Systems	1,506	1,391	1,391	1,247
MITS Administration	1,524	1,512	1,500	1,457
MITS Vehicle Operations	6,578	6,015	6,130	5,769
MITS Maintenance	1,224	1,258	1,202	1,236
Administration	2,504	2,244	2,383	2,243
DBE	42	41	42	37
TRE	9,228	9,032	9,051	8,963
Chief Financial Officer	315	328	308	247
Project Management	293	267	280	257
	\$57,718	\$56,790	\$55,737	\$55,101
<b><u>GRANT FUNDED</u></b>				
Vanpool	\$2,053	\$2,062	\$1,772	\$1,682
RTDM	132	208	168	201
JARC	262	167	220	75
TCTS	160	150	166	122
NETS	704	648	649	514
	\$3,311	\$3,234	\$2,975	\$2,594
	\$61,029	\$60,024	\$58,713	\$57,695

## Service Revenues

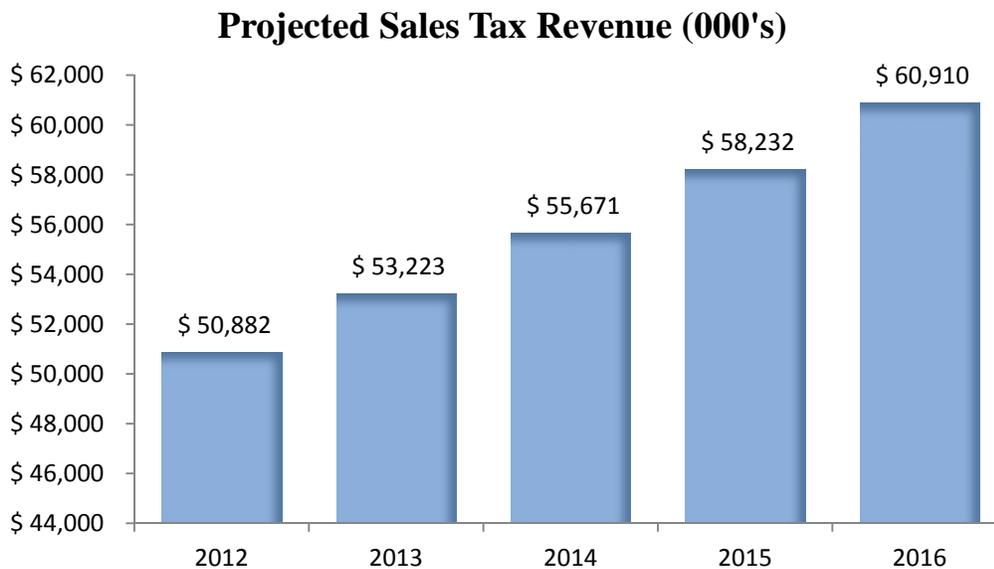
The T receives service revenues from various sources. The significant service revenue sources are as follows:

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

## Other Operating Revenues

Sales tax and operating grant revenues are The T's main sources of revenue and represent approximately 67% and 19.4%, respectively, of The T's total operating revenue budget. Operating revenue is total revenue less capital grant reimbursement revenue and contributions from Grapevine and other partners. The fiscal 2012 budget also includes operating revenue from advertising, rental fees, investment earnings and miscellaneous sources. The fiscal 2012 sales tax was budgeted to increase 4.6% from the fiscal 2011 forecasted amount. The T's management considered the local economy, the local unemployment rate and the local sales tax trends when determining the sales tax budget.

This following chart represents the projected sales tax through fiscal year 2016:

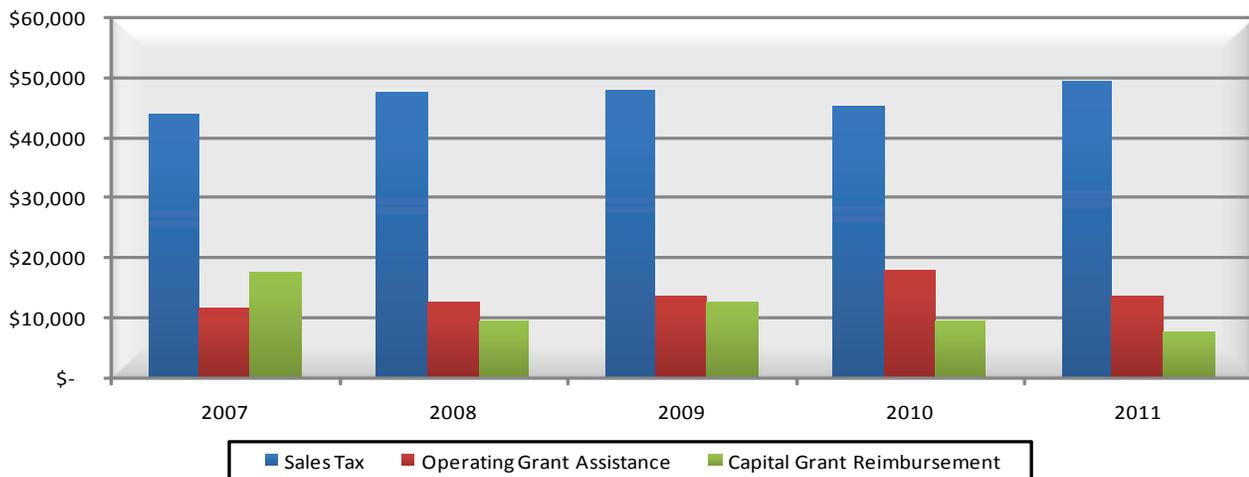


Fiscal 2012 capital grant reimbursement revenues are budgeted to increase approximately \$1.5 million from 2011 based on a higher level of grant reimbursable capital expenditures.

The Federal Transit Administration (FTA) formula grant (5307) represents a significant source of grant revenue that The T receives each year. Traffic and population density in the Fort Worth-Dallas Metroplex are used in the calculation that determines how much federal grant assistance is distributed to the transit authorities in this region. The North Central Texas Council of Governments (NCTCOG) then determines the split of the funds between Dallas Area Rapid Transit in Dallas, The T in Fort Worth and the Denton County Transit Authority. The T has some control over the manner in which these formula grant dollars are spent. Management anticipates approximately \$12.0 million will be used for preventive maintenance costs and paratransit operations in fiscal 2011, which is slightly less than we received in fiscal 2011.

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

### Major Revenue Sources



Revenue Type	Fiscal 2007	Fiscal 2008	Fiscal 2009	Fiscal 2010	Fiscal 2011
Sales Tax Revenue	\$ 44,688	\$ 49,052	\$ 47,526	\$ 45,182	\$ 46,529
Operating Grant Assistance	13,830	12,990	20,796	17,723	13,463
Capital Grant Reimbursement	15,504	15,347	7,920	9,237	9,411
<b>Total</b>	<b>\$ 74,022</b>	<b>\$ 77,389</b>	<b>\$ 76,242</b>	<b>\$ 72,142</b>	<b>\$ 69,403</b>

## Debt Administration

As of September 30, 2011, The T had the ability to incur certain types of debt with the approval of the voters within its service area and it had the ability to issue other types of debt without voter approval. There has been no vote to approve any debt; however, during fiscal 2010, The T entered into a capital lease arrangement with All American Investment and Bank of America to finance the cost of energy efficient lighting and air conditioning systems. The T is required to make quarterly payments, which began in March 2011 and will continue until December 31, 2021. The debt is secured by the related assets purchased and bears an interest rate of 4.24%. At September 30, 2011, the outstanding balance of this debt was approximately \$2.4 million.

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

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

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

<b>Project</b>	<b>Funding</b>	<b>Debt Type</b>
Rolling Stock	\$ 82.3	Capital Lease, Contractual Obligations, other
TEX Rail Capital	\$267.5	Capital Grant Receipt Revenue Bonds or other
<b>Total Debt Funding</b>	<b>\$349.8</b>	

The TEX Rail rolling stock will be financed with an estimated \$82.3 million, net of \$3.5 million in a bond reserve fund and \$0.7 million in issuance cost, capital lease or contractual obligations. The structure of the financing is assumed to have 25 year term/amortization with an assumed 5.0% interest rate.

To facilitate the need to fund the remaining project costs, it is anticipated that \$267.5 million, net of \$30.0 million in a bond reserve fund and \$0.7 million in issuance cost, in capital grant receipt revenue bonds could be issued and repaid with 5309 new start grant receipts. The bonds are assumed to be repaid by fiscal 2019 with an assumed 5.0% interest rate. Grant amounts available for drawdown are anticipated to begin in 2014 and to end in 2018.

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

## Cash Management and Investments

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

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

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

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

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

## Five-Year Financial Forecast

The Five-Year Financial Forecast (the “Forecast”) is used as a planning tool for management and the Board of Directors. The Forecast is a comprehensive overview of all planned cash flow of The T. It includes revenues, operating expenses, capital project revenues and expenditures, and other payments and receipts. This Forecast includes the financial impact of future rail expansion.

(amounts in thousands)	<b>Actual FY2011</b>	<b>Adopted Budget FY2012</b>	<b>Projected</b>			
			<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>
Total Operating Revenues	\$ 69,801	\$ 74,182	\$ 78,005	\$ 82,017	\$ 89,557	\$ 93,751
Total Operating Expenses	56,355	61,251	63,905	66,897	84,692	90,752
<b>Net Operating Surplus</b>	13,446	12,931	14,100	15,120	4,865	2,999
Contribution from rail project partners	7,568	7,778	8,135	8,510	8,901	9,310
<b>Increase in fund balance before capex</b>	21,014	20,709	22,235	23,630	13,766	12,309
<b>Beginning Fund Balance</b>	100,483	109,444	105,939	78,766	52,587	10,528
<b>Funds Available for Capital Expenditures</b>	121,497	130,153	128,174	102,396	66,353	22,837
Capital Expenditures, net	9,180	19,655	12,130	6,924	5,659	5,665
Capital Expenditures TEX Rail	5,576	14,080	98,428	273,014	267,283	-
TEX Rail Grant/Contribution Revenue	2,703	9,521	24,356	169,000	116,882	80,000
TEX Rail Debt Proceeds	-	-	41,144	134,769	173,875	-
TEX Rail Debt Service	-	-	4,350	73,640	73,640	73,640
<b>Ending Funds Available</b>	<b>\$ 109,444</b>	<b>\$ 105,939</b>	<b>\$ 78,766</b>	<b>\$ 52,587</b>	<b>\$ 10,528</b>	<b>\$ 23,532</b>

The following table represents the summary of budgeted employees by department for fiscal 2012 compared to actual year end employee counts for fiscal years 2011 and 2010. The employee counts represent full time equivalents.

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

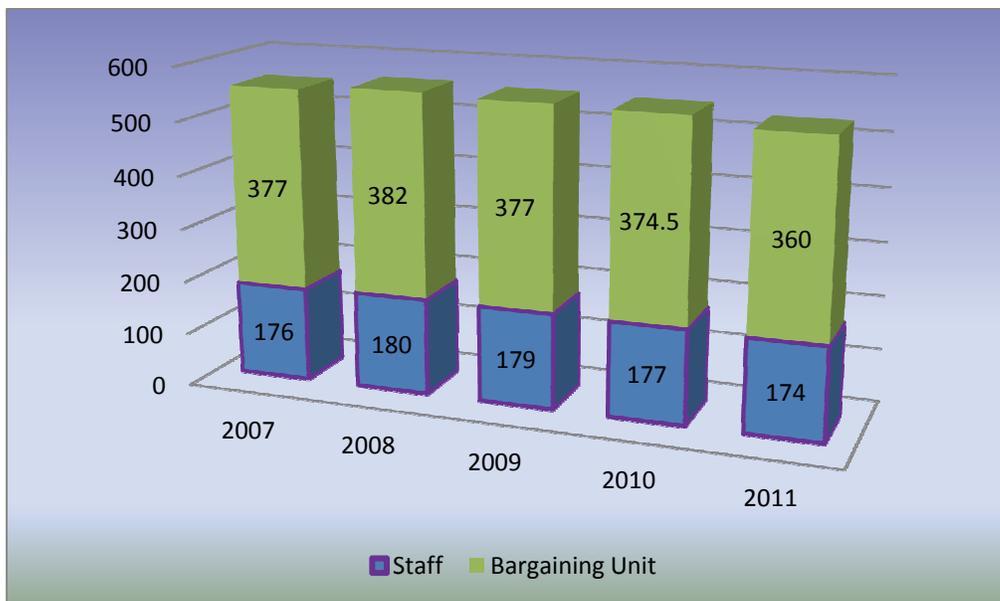
Fiscal Years	Actual 2010	Actual 2011	Budget 2012
<b>Administration Departments:</b>			
<u>Administration:</u>			
Executive Administration	12.0	12.0	12.0
Project Management	3.0	3.0	3.0
<u>Customer Relations</u>	18.0	18.5	18.0
<u>Finance:</u>			
Accounting	12.5	12.5	12.5
Procurement and Contract Admin	4.0	4.0	4.0
Chief Financial Officer	2.0	2.0	2.0
<u>Human Resources:</u>			
Human Resources	6.5	6.5	7.5
Risk Management	12.5	12.5	12.5
<u>Information Systems</u>	9.0	9.0	9.0
<u>Maintenance:</u>			
Maintenance Administration	11.0	11.0	11.0
Facilities Maintenance	30.0	28.0	32.0
<u>Marketing</u>	5.0	5.0	5.0
<u>MITs Administration</u>	20.0	20.0	20.0
<u>Operations Administration</u>	18.5	18.5	18.5
<u>Planning</u>	4.0	3.5	4.5
<u>Trinity Railway Express</u>	3.0	3.0	3.0
Total Administration	171.0	169.0	174.5
<b>Operating Departments:</b>			
<u>MITs:</u>			
MITs Operations	56.0	54.0	60.0
MITs Maintenance Vehicle	12.0	12.0	12.0
<u>Fixed Route Operations:</u>			
Bus Operations	219.5	206.0	219.5
Maintenance Vehicle	87.0	88.0	90.0
Total Operating	374.5	360.0	381.5
Total Administration and Operating			
<b>Grant-funded Programs:</b>			
<u>Vanpool</u>	3.0	3.0	3.0
<u>RTDM</u>	3.0	2.0	2.0
<u>Jobs Access</u>	-	-	-
<u>Tarrant County Transit Services</u>	-	-	-
<u>Northeast Transportation Service</u>	-	-	-
Total Grant Funded	6.0	5.0	5.0
<b>Total</b>	<b>551.5</b>	<b>534.0</b>	<b>561.0</b>

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

The following is a summary of significant staffing changes in the fiscal year 2012 budget.

- **Facilities Maintenance:** The increase from 2011 actual to fiscal 2012 budget is a result of four unfilled positions.
- **Vehicle Maintenance:** The increase from 2011 actual to fiscal 2012 budget is a result of two unfilled positions.
- **MITS Operations:** This increase from 2011 actual to fiscal 2012 budget is a result of six unfilled positions.
- **Bus Operations:** This increase from 2011 actual to fiscal 2012 budget is a result of 13.5 unfilled positions.
- **Human Resources:** The increase from fiscal 2011 actual to fiscal 2012 budget is the result of one new position for fiscal 2012.
- **Planning:** The increase from 2011 actual to fiscal 2012 is the result of one unfilled position.

**Employment Levels – 5 Year Trend**



## Capital

The T's capital projects are partially funded with federal grants from the Federal Transit Administration. Other capital project funding comes from sales tax revenue, contributions from other entities and local fares. The T's capital budget for fiscal 2012 is \$694.5 million. The projected capital expenditures for fiscal 2012 are \$34.1 million and The T's share, from local funds, is expected to be \$20.6 million. Our federal capital grant reimbursement revenue is expected to be \$8.9 million.

The capital projects in the fiscal 2012 budget are summarized in the "Capital Budget" section. Capital investment for years beyond fiscal 2012 relate primarily to the TEX Rail commuter rail project, TRE improvements, replacement of aging buses, maintaining capital assets, and upgrading existing assets.

The largest impact the capital program has on the operating budget is if we do not expend as much as projected. Therefore the federal reimbursements will be less, and our actual revenue for fiscal 2012 will be less than budget.



**FORT WORTH TRANSPORTATION AUTHORITY  
FISCAL YEAR 2012  
CAPITAL IMPROVEMENTS PROGRAM**

<i>(Amounts in Thousands)</i>	Total Budget	Grant Funding	Other Share	Local Share
<b><u>Bus Maintenance</u></b>				
Staff Vehicles - Ops/MITS	\$ 260	\$ 108	\$ -	\$ 152
<b><u>Trinity Railway Express</u></b>				
Bi-level Rolling Stock Procurement (4 new bi-levels)	5,000	-	-	5,000
Positive Train Control	23,770	-	-	23,770
Existing Bi-level Overhaul	3,488	2,200	-	1,288
Existing Locomotive Overhaul	2,120	-	-	2,120
TRE PIS Upgrades	630	300	-	330
Bridge Capacity Repairs	1,250	-	-	1,250
TRE Grade Crossings	500	400	-	100
Bear Creek Channel	250	-	-	250
Narrow banding	193	-	-	193
<b><u>Other</u></b>				
Bus Park & Ride / Transfer Centers (see appendix A)	19,429	2,504	-	16,924
RH TRE Park & Ride Access and Parking Improvements	2,200	1,760	-	440
Enhanced Bus Corridor	2,165	1,732	-	433
Ellipse Upgrade	875	421	-	454
Multi-Year Transportation Enhancements (FY08-FY12)	597	477	-	119
Upper El Paso St., Block 100, Parking, Lighting, Security	558	558	-	-
ADA Accessible Bus Stops	395	316	-	79
Colleyville Quiet Zones	359	-	-	359
Computer Capital Lease	20	-	-	20
Total FY11 Projects Carried Over to FY12	64,059	10,776	-	53,281



**FORT WORTH TRANSPORTATION AUTHORITY  
FISCAL YEAR 2012  
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

*Page 1 Subtotal*

Total Budget	Grant Funding	Other Share	Local Share
64,059	10,776	-	53,281

<b>FY 2012 "New" Capital Projects:</b>
--

**Bus Maintenance**

Radio Replacement Vehicles & Hand Helds	1,162	-	-	1,162
Capital Maintenance - T Facilities	679	-	-	679
Miscellaneous Equipment & Repair	320	-	-	320
Parking Lot & Bus Lot Repairs	200	-	-	200
Maintenance Vehicle	35	-	-	35

**Trinity Railway Express**

TRE Capital Maintenance	3,065	-	-	3,065
Headend Power Units	2,164	-	-	-
Dalwor Junction Derailment	571	-	-	571

**Other**

Bike Sharing Program	1,000	-	-	1,000
Staff Vehicles - Admin	250	200	-	50
IT Support System Improvements	185	-	-	185
Business Continuity Infrastructure	175	-	-	175
System Backup Upgrade/Replacement	100	-	-	100
7th St. Parking Lot Improvements	100	-	-	100
GFI Data System Update	35	-	-	35
Automated Timekeeping System	30	-	-	30
Fitness Center Equipment	5	-	-	5

Total "New" FY12 Projects	10,076	200.0	-	7,712
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<b>Subtotal T Projects before TEX Rail</b>	<b>74,135</b>	<b>10,976</b>	<b>-</b>	<b>60,993</b>
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**FORT WORTH TRANSPORTATION AUTHORITY  
FISCAL YEAR 2012  
CAPITAL IMPROVEMENTS PROGRAM.**

(Amounts in Thousands)

		*			
		Total Budget	Grant Funding	Other Share	Local Share
<b>Page 2 Subtotal</b>		74,135	10,976	-	60,993
<b><u>TEX Rail</u></b>					
Guideway and Track		200,546	-	-	200,546
Stations		13,450	-	-	13,450
Yards and Shops		11,402	-	-	11,402
Site work and Special Conditions		110,427	-	-	110,427
Signals, Communications, Systems		42,364	-	-	42,364
Right-of-Way, Real Estate		51,180	-	-	51,180
Commuter Rail Vehicles		79,750	-	-	79,750
	Subtotal	509,117	-	-	509,117
<b><u>Professional Services</u></b>					
Preliminary Engineering		3,000	2,400	-	600
Final Design		18,241	-	-	18,241
Project Mgt for Design & Construction		31,444	13,676	-	17,768
Construction Administration & Mgt		15,556	-	-	15,556
Professional Liability/Non-Const Ins.		3,040	-	-	3,040
Legal: permits, fees by other agencies		3,040	-	-	3,040
Surveys, Testing, Investigation, Inspection		3,040	-	-	3,040
Start-up (Incl Railroad Agreements)		3,040	-	-	3,040
	Professional Services Subtotal	80,401	16,076	-	64,325
Contingency		30,828	-	-	30,828
	<b>TEX Rail Total</b>	620,346	16,076	-	604,270
<b>Grand Total - All Projects</b>		<b>\$ 694,481</b>	<b>\$ 27,052</b>	<b>\$ -</b>	<b>\$ 665,263</b>

\* The TEX Rail project budget is in 2011 dollars and may change as more information becomes

**Project Title: Staff Vehicles – Ops/MITS**

***Description of Project:***

This project is for the purchase of (4) four ADA wheel chair accessible vans. These will be replacing existing vans that have reached their useful life.

Schedule of project cost:

Total budget	\$	260,000
Prior Year Actual Expenses		None

Source of funding:

Sales tax	\$	152,354
Federal		107,646
Other		None

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

Fiscal 2012	\$	260,000
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***Operating budget effect:***

***Non- routine capital maintenance, federal and local funds, no impact on the operating budget, replacement vehicles.***

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

***Description of Project:***

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

Schedule of project cost:

Total budget	\$	5,000,000
Prior Year Actual Expenses		4,597,966

Source of funding:

Sales tax	\$	5,000,000
Federal		None
Other		None

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

Fiscal 2012	\$	402,034
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***Operating budget effect:***

***Routine capital, federal and local funding, annual track and rolling stock maintenance, with no impact on the operating budget.***

**Project Title: Positive Train Control**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 23,770,000	Sales tax	\$ 23,770,000
Prior Year Actual Expenses	123,305	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 2,000,000		
Fiscal 2013	\$ 5,000,000		

***Operating budget effect:***

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

---

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

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 3,487,634	Sales tax	\$ 1,287,634
Prior Year Actual Expenses	1,287,634	Federal	2,200,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 2,200,000		

***Operating budget effect:***

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

**Project Title: Existing Locomotive Overhaul**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 2,120,000	Sales tax	\$ 2,120,000
Prior Year Actual Expenses	688,823	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 1,431,177		

***Operating budget effect:***

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

---

**Project Title: TRE PIS Upgrades**

***Description of Project:***

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

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

***Operating budget effect:***

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

**Project Title: Bridge Capacity Repairs**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,250,000	Sales tax	\$ 1,250,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 350,000		

***Operating budget effect:***

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

---

**Project Title: TRE Grade Crossing**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 500,000	Sales tax	\$ 100,000
Prior Year Actual Expenses	43,619	Federal	400,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 456,381		

***Operating budget effect:***

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

**Project Title: Bear Creek Channel**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 250,000	Sales tax	\$ 250,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 250,000		

***Operating budget effect:***

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

---

**Project Title: Narrowbanding**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 192,500	Sales tax	\$ 192,500
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 96,250		

***Operating budget effect:***

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

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

**Description of Project:**

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

Schedule of project cost:		Source of funding:	
Total Budget	\$ 19,428,599	Sales Tax	\$ 16,924,214
Prior Year Actual Expenses	5,525,065	Federal	2,504,385
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 2,372,074		

**Operating budget effect:**

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

---

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

**Description of Project:**

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

Total budget	\$ 2,200,000	Sales tax	\$ 440,000
Prior Year Actual Expenses	1,081,090	Federal	1,760,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 1,118,910		

**Operating budget effect:**

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

**Project Title: Enhanced Bus Corridor**

***Description of Project:***

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

Schedule of project cost:

Total budget	\$ 2,164,699	Sales tax	\$ 432,940
Prior Year Actual Expenses	500,000	Federal	1,731,759
		Other	None

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

Fiscal 2012	\$ 1,664,699
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***Operating budget effect:***

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

---

**Project Title: Ellipse Upgrade**

***Description of Project:***

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

Schedule of project cost:

Total budget	\$ 875,461	Source of funding:	
Prior Year Actual Expenses	400,000	Sales tax	\$ 454,386
		Federal	421,075
		Other	None

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

Fiscal 2012	\$ 475,461
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***Operating budget effect:***

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

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

***Description of Project:***

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

Total budget	\$	596,683	Sales tax	\$	119,337
Prior Year Actual Expenses		135,000	Federal		477,346
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2012	\$	100,000			
Fiscal 2013	\$	100,000			

***Operating budget effect:***

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

---

**Project Title : Upper El Paso Street, Block 100, Parking, Lighting, Security**

***Description of Project:***

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

Schedule of project cost:			Source of funding:		
Total budget	\$	557,740	Sales tax		None
Prior Year Actual Expenses		500,000	Federal	\$	557,740
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2012	\$	57,740			

***Operating budget effect:***

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

**Project Title: ADA Accessible Bus Stops**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 395,000	Sales tax	\$ 79,000
Prior Year Actual Expenses	131,120	Federal	316,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 100,000		

***Operating budget effect:***

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

---

**Project Title: Colleyville Quiet Zones**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 359,000	Sales tax	\$ 359,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 359,000		

***Operating budget effect:***

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

**Project Title: Computer Capital Lease**

***Description of Project:***

This project is for the final buyout on the four-year computer lease program approved in fiscal 2008

Schedule of project cost:		Source of funding:	
Total budget	\$ 20,000	Sales tax	\$ 20,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 20,000		

***Operating budget effect:***

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

---

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

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,161,509	Sales tax	\$ 1,161,509
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 1,161,509		

***Operating budget effect:***

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

**Project Title: Capital Maintenance – T Facilities FY12**

***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	\$ 679,000	Sales tax	\$ 679,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 679,000		

***Operating budget effect:***

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

---

**Project Title: Miscellaneous Equipment & Repair – FY12**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 319,500	Sales tax	\$ 319,500
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 319,500		

***Operating budget effect:***

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

**Project Title: Parking Lot & Bus Lot Repairs – FY12**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 200,000	Sales tax	\$ 200,000
Prior Year Actual Expenses	None	Federal	None
		Other	None

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

Fiscal 2012	\$ 200,000
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***Operating budget effect:***

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

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**Project Title: Maintenance Vehicle**

***Description of Project:***

Truck #30 has over 180,000 miles on it and has served its useful life. This truck is in for repairs so often that it is difficult for the maintenance department to keep their shelter cleaning schedule.

Schedule of project cost:		Source of funding:	
Total budget	\$ 35,000	Sales tax	\$ 35,000
Prior Year Actual Expenses	None	Federal	None
		Other	None

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

Fiscal 2012	\$ 35,000
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***Operating budget effect:***

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

**Project Title: TRE Capital Maintenance – FY12**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 3,065,396	Sales tax	\$ 3,065,396
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 3,065,396		

***Operating budget effect:***

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

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**Project Title: Headend Power Units**

***Description of Project:***

This project is for the replacement of the TRE Head End Power (HEP) diesel generator sets on our locomotives. The HEP units on the locomotives are original equipment, between 12 and 22 years old and are at the end of their life cycle.

Schedule of project cost:		Source of funding:	
Total budget	\$ 2,164,192	Sales tax	None
Prior Year Actual Expenses	None	Federal	2,164,192
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 2,164,192		

***Operating budget effect:***

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

**Project Title: Dalwor Junction Derailment**

***Description of Project:***

This project is for future repairs due to the derailment at of a freight train operated by BNSF on the UPRR rail line. This accident occurred at Dalwor and collided with an adjacent TRE Bridge. Emergency repairs were already made, however, additional repairs maybe needed in the future.

Schedule of project cost:		Source of funding:	
Total budget	\$ 571,000	Sales tax	\$ 571,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you except to spend this year):			
Fiscal 2012	\$ 571,000		

***Operating budget effect:***

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

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**Project Title: Bike Sharing Program**

***Description of Project:***

This project is an emerging urban transportation concept based on collective paid use public bicycles. As ongoing development grows in the central downtown area, demand on roads and parking facilities increase. Transport options such as bike sharing represent a key means of continuing to accommodate the needs of residents, workforce and visitors. Bike sharing represents the last part of the journey from bus or train to your front door.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,000,000	Sales tax	\$ 1,000,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you except to spend this year):			
Fiscal 2012	\$ 500,000		

***Operating budget effect:***

***Non-routine capital project, with federal & local funds, no impact on the operating budget for FY2012.***

**Project Title: Staff Vehicles - Admin**

**Description of Project:**

This project is for the replacement of six (6) staff vehicles. The purchase includes two (2) Ford Escape Hybrids, two (2) Toyota Prius, and two (2) CNG/Hybrid Vans.

Schedule of project cost:		Source of funding:	
Total budget	\$ 250,000	Sales tax	\$ 50,000
Prior Year Actual Expenses	None	Federal	200,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 250,000		

**Operating budget effect:**

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

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**Project Title: IT Support System Improvements FY12**

**Description of Project:**

This project is for the upgrade and implementation of IT managed systems to support functions throughout the company. Primary among these is a system to assist with automated handling of both incoming and outgoing phone calls. Other upgrades/replacements will involve both hardware and software to enhance performance, security, and management of The T's infrastructure.

Schedule of project cost:		Source of funding:	
Total budget	\$ 185,000	Sales tax	\$ 185,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 185,000		

**Operating budget effect:**

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

**Project Title: Business Continuity Infrastructure**

**Description of Project:**

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 175,000	Sales tax	\$ 175,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 175,000		

**Operating budget effect:**

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

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

**Description of Project:**

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 100,000	Sales tax	\$ 100,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 100,000		

**Operating budget effect:**

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

**Project Title: 7<sup>th</sup> Street Parking Lot Landscaping and Striping Improvements**

***Description of Project:***

The project includes design, procurement, construction, management and other services required to landscape and stripe parking spaces at the 7<sup>th</sup> Street parking lot.

Total budget	\$	100,000	Sales tax	\$	100,000
Prior Year Actual Expenses		None	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2012	\$	100,000			

***Operating budget effect:***

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

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**Project Title: GFI Data System Upgrade**

***Description of Project:***

This project is for the new version of software allowing for expanded reporting and additional licenses for the Planning Department. The current version will no longer be supported in the near future.

Schedule of project cost:			Source of funding:		
Total budget	\$	35,000	Sales tax	\$	35,000
Prior Year Actual Expenses		None	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2012	\$	35,000			

***Operating budget effect:***

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

**Project Title: Automated Timekeeping System**

**Description of Project:**

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 30,000	Sales tax	\$ 30,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 30,000		

**Operating budget effect:**

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

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**Project Title: Fitness Center Equipment**

**Description of Project:**

This project is for new or reconditioned equipment for the Fitness Center as needed during the year.

Schedule of project cost:		Source of funding:	
Total budget	\$ 5,000	Sales tax	\$ 5,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2012	\$ 5,000		

**Operating budget effect:**

***Routine capital, federal & 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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Department of Transportation (DOT)** – The Cabinet level Department of the federal government that is responsible for administration of general transportation programs including public transportation, highways, railroads, air transportation, shipping, and the coast Guard. Each state also has a department of transportation.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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## Transit Acronyms

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

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

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

## The T Fare Structure – October 1, 2010

<b>Base Single Fare Ride</b>	<b>Current</b>	<b>Proposed</b>	<b>% Increase</b>
Local Bus Zone	\$1.50	1.50	0.0%
TRE One Zone	2.50	3.50	40.0%
Regional TRE 2 Zone	3.75	5.00	33.3%
Reduced Fare Local Bus {1}	0.75	0.75	0.0%
Regional TRE 2 Zone Reduced	0.85	0.85	0.0%
<b>Day Pass Fares:</b>			
Local Bus Service	3.00	3.00	0.0%
TRE One Zone	5.00	7.00	40.0%
Regional TRE 2 Zone	7.50	10.00	33.3%
Reduced Fare Local Bus {1}	1.50	1.50	0.0%
Regional TRE 2 Zone Reduced	2.00	2.00	0.0%
<b>Weekly Pass</b>			
Local Bus Service	15.00	15.00	0.0%
TRE One Zone	25.00	35.00	40.0%
Regional TRE 2 Zone	37.50	50.00	33.3%
Reduced Fare Local Bus {1}	7.50	7.50	0.0%
Regional TRE 2 Zone Reduced	9.00	9.00	0.0%
<b>Monthly Pass</b>			
Local Bus Service	50.00	50.00	0.0%
TRE One Zone	75.00	100.00	33.3%
Regional TRE 2 Zone	105.00	120.00	143.3%
Reduced Fare Local Bus {1}	25.00	25.00	0.0%
Regional TRE 2 Zone Reduced	32.00	32.00	0.0%
<b>Annual Pass</b>			
Local Bus Service	500.00	500.00	0.0%
TRE One Zone	750.00	1,000.00	33.3%
Regional TRE 2 Zone	1,050.00	1,200.00	14.3%
Reduced Fare Local Bus {1}	250.00	250.00	0.0%
Regional TRE 2 Zone Reduced	320.00	320.00	0.0%
<b>Paratransit Fares</b>			
MITS Signal Trip Fare	2.75	2.75	0.0%

{1} Reduced fare is valid for persons over 65 years of age with a valid T photo ID card are 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.

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# Fort Worth Transportation Authority System Map and Rider Guide

