

BUSINESS PLAN ANNUAL BUDGET FY 2015

Fort Worth Transportation Authority - Fort Worth, Texas

community > access > service



TEXRail

TRE

Metro Arlington Xpress
MAX>>>

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FORT WORTH TRANSPORTATION AUTHORITY

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**FORT WORTH
TRANSPORTATION
AUTHORITY
2015 Board of Directors**



Board Members include, seated from bottom left: Carter Burdette-Secretary, Scott Mahaffey- Chairman, Andre' McEwing- Vice Chair. Standing left to right: Ken Newell, Jeff King, Neftali Ortiz, Paul Ballard (President/CEO); Dennis Dunkins, Jon Michael Franks, and Jeff Davis.

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THE FORT WORTH TRANSPORTATION AUTHORITY

2015 BUSINESS PLAN & ANNUAL BUDGET

Letter from the President & Chief Executive Officer

December 2014

Board of Directors
Fort Worth Transportation Authority

I am pleased to present the fiscal year 2015 Fort Worth Transportation Authority (The T) Business Plan and Annual Budget. The FY15 budget is balanced, and reflects the vision and strategic goals of The T to provide effective multi-modal transportation that meets the wishes of our customers. This document outlines the fiscal 2015 operating budget and planned capital expenditures, which will further enhance The T's ability to provide efficient transportation services.

The Annual Budget converts the Business Plan strategic goals into financial information that is measured during the year against 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 2015 Business Plan was developed through a series of meetings which included planning sessions with our Board of Directors. During those sessions, priorities were outlined, which assisted us in the development of the fiscal 2015 goals. These goals provided the framework for the development of the FY15 budget. Department heads applied the strategic goals to their areas and developed departmental business plans. The combination of the departmental business plans represents The T's fiscal 2015 Business Plan, which drives The T's Annual Budget and formalizes The T's vision for the year and beyond.

The T's primary focus is on increasing ridership and the development of The T's Master Plan. Increasing ridership in the short-term will be accomplished with 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 Master Plan will aid in prioritizing system enhancements by evaluating local and regional transportation needs and developing service and infrastructure improvements to meet those needs.

The T has committed to implement a new commuter rail corridor in Tarrant County from Downtown Fort Worth through the City of Grapevine and into DFW Airport called TEX Rail. This is a major multi-year project that requires significant staff resources as well as regional cooperation and coordination. It will cost over \$800 million, in year of expenditure dollars, to complete and will be funded with a combination of federal, state, and local grants and contributions, including an FTA New Starts grant for more than \$400 million. The T has developed a comprehensive 2035 financial plan to document its ability to complete TEX Rail and to continue to improve its current bus and commuter rail operations.

The T achieved milestones in the TEX Rail project during fiscal 2014. On September 29, 2014, The Fort Worth Transportation Authority (The T) received Records of Decision (ROD) from the Federal Transit Administration (FTA) and the Federal Aviation Administration (FAA) that will lead to the start of construction. A ROD issued by FTA signals formal federal approval of the TEX Rail Environmental Impact Statement. Receiving the Record of Decision allows us to now move forward with final design, purchase of rail cars, and begin acquiring necessary land parcels.

The initial service of TEX Rail will extend from downtown Fort Worth, across northeast Tarrant County and Grapevine, and into DFW Airport at Terminal B. This 27.2 mile regional rail corridor is projected to have more than 10,000 daily riders at initial start of service in 2018 using eight stations. By 2035, there will be 10 stations and more than 15,500 daily riders.

TEX Rail is not the only project included in our fiscal 2015 Business Plan. We will complete other transportation enhancements in our member city of Fort Worth. Some of the more significant projects are:

- ***Fiscal 2015 Vehicle Purchase***, which is a multi-year project for \$19 million dollars, \$9 million in 2015 and \$10 million in fiscal 2016
- ***Positive Train Control (PTC)***, which is technology designed to stop or slow a train before an accident occurs. This project is an unfunded mandate imposed by Congress on all commuter rail operators. We are anticipating PTC expenditures of \$8 million in fiscal 2015.

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. In FY15 our health insurance premiums are in fact being reduced by 4.1%. We believe our wellness efforts are overwhelmingly responsible for expense reduction which is shared but the Authority and the employees.

Operating Budget

The fiscal 2015 Annual Budget is balanced and was adopted by the Board of Directors on September 22, 2014. The Annual Budget includes the operating and capital budgets. Total operating revenue is defined as all revenue except capital grant reimbursement and contributions from partner cities. It is budgeted at \$88.5 million, which is a 0.5% increase from fiscal 2014 actual operating revenue. Sales tax and grant revenues are The T's main sources of revenue representing approximately 73.2% and 14.9%, respectively, of The T's total operating revenue budget. The fiscal 2015 sales tax revenue is projected to increase 4.6% compared to the fiscal 2014 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 2015 budget also includes operating revenue from advertising, rental fees, and investment earnings.

Operating expenses are budgeted at \$66.5 million, which is a 3.2% increase from fiscal 2014. Salaries and fringe benefits are The T's largest expense category at \$34.8 million. The

largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A three-year labor contract was executed effective October 1, 2013; and it will expire on September 30, 2016. The contract includes for a 2.5% wage increase in fiscal 2015.

Service type expenses of \$22.2 million primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party contractors operate The T's commuter rail service called the Trinity Railway Express and certain grant funded programs. Additionally, The T's paratransit service called Mobility Impaired Transportation Service (MITS) contracts approximately 60% of its trips. Contracting for MITS service with private contractors represents an effective way to control the high cost of providing transportation to persons with disabilities.

The largest portion of the other expense categories is fuel and lubricants at \$3.2 million. This expense category increased 7.7% in the fiscal 2015 budget from the fiscal 2014 actual amount. This increase is primarily due to the anticipated increase in services provided combined with an expected increase in fuel prices.

Capital Budget

The T's projected capital expenditures for fiscal 2015 are \$131.5 million; and The T's share, from local funds, is expected to be \$72.5 million. Our federal capital grant reimbursement revenue is anticipated to be \$59.0 million.

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

Sincerely,

A handwritten signature in cursive script that reads "Paul J. Ballard".

Paul J Ballard
President & CEO

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FORT WORTH TRANSPORTATION AUTHORITY

List of Principal Officials

October 1, 2014

Board of Directors

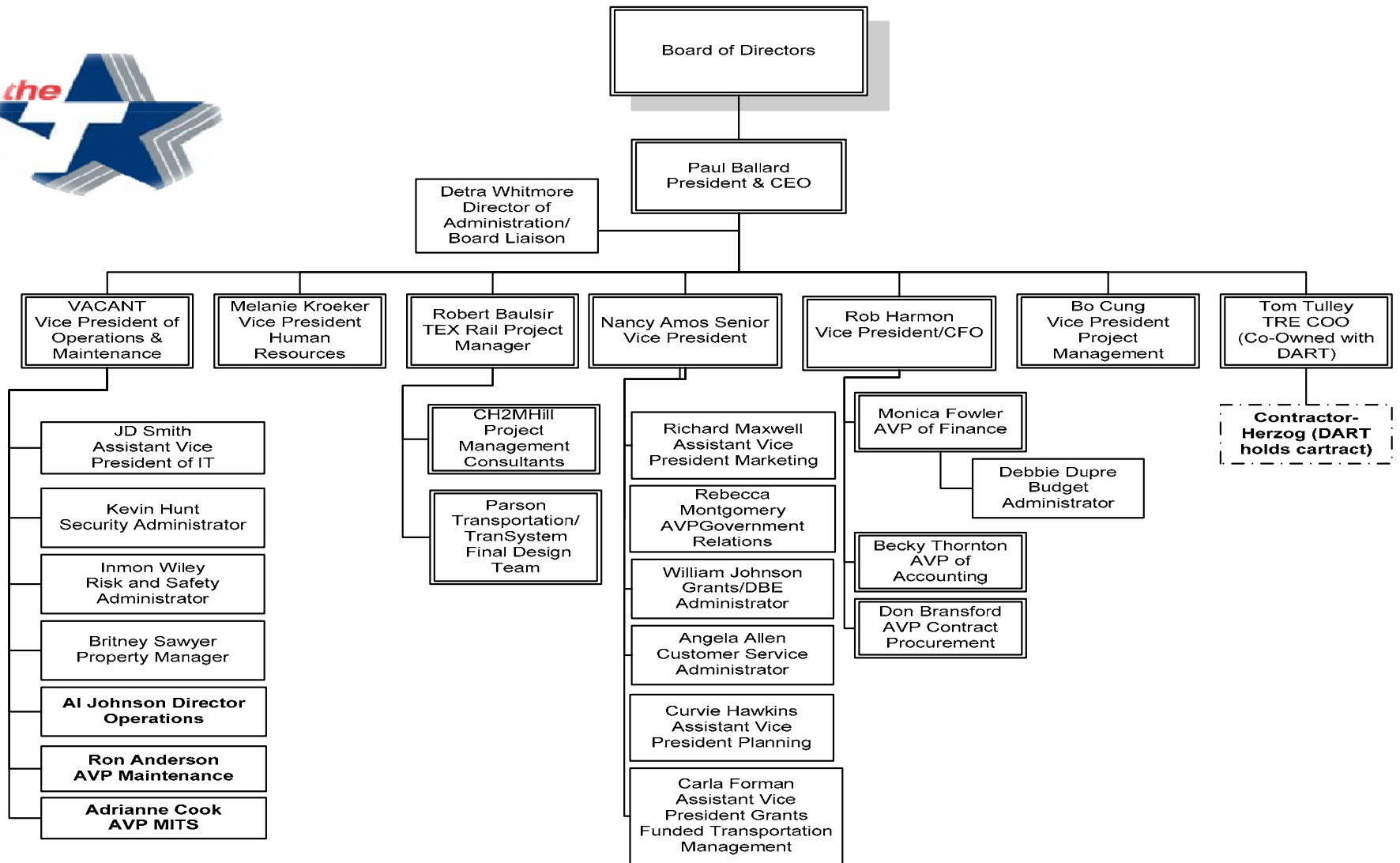
Scott Mahaffey, Chair
André McEwing, Vice Chair
Carter Burdette, Secretary

Jon Michael Franks
Ken Newell
Dennis Dunkins
Neftali Ortiz
Jeff Davis
Jeff King

Administration

President & Chief Executive Officer	Paul J Ballard
Vice President of Operations & Maintenance	VACANT
Senior Vice President	Nancy Amos
Vice President/Chief Financial Officer	Robert Harmon
Trinity Railway Express/Chief Operating Officer	Tom Tulley
Vice President Project Management	Bo Cung
Vice President Human Resources	Melanie Kroeker
Director of Administration	Detra Whitmore
Assistant Vice President Government Relations	Rebecca Montgomery
TEX Rail Project Manager	Bob Baulsir
Director of Transportation Services	Al Johnson
Assistant Vice President	Carla Forman
Assistant Vice President Finance	Monica Fowler
Assistant Vice President Accounting	Rebecca Thornton
Assistant Vice President Information Technology	JD Smith
Assistant Vice President Maintenance	Ron Anderson
Assistant Vice President Marketing	Richard Maxwell
Assistant Vice President Paratransit Operation	Adrienne Cook
Assistant Vice President Planning	Curvie Hawkins
Assistant Vice President Contract Administration & Procurement	Don Bransford

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FORT WORTH TRANSPORTATION AUTHORITY
BUSINESS PLAN FOR FISCAL 2015



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Fort Worth Transportation Authority
Texas

For the Fiscal Year Beginning

October 1, 2013

President

Executive Director

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2015 BUSINESS PLAN

THE MISSION

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

STRATEGIC PLAN

(LONG TERM NON-FINANCIAL GOALS)

Overriding Goals

The three overriding goals guiding the Strategic Plan:

1. **Transportation**

The T will:

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

2. **Timeliness**

The T will:

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

3. **Technology**

The T will:

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

Examples of Key Objectives:

- Expand Commuter Rail
- Increase Park & Ride, Express Services, and Vanpool Usage
- Create Enhanced Bus Corridors and Expand local Bus Service
- Improve Community Perception of Transit
- Create Transit-Friendly Environments
- Improve Customer Information
- Improve Organizational Efficiencies

Using The T's mission statement as its foundation, the Strategic Plan was developed to address both *short-term* and *long-term issues* identified through a public involvement program.

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

The fiscal 2015 Business Plan was developed through a series of meetings which included planning sessions with our Board of Directors. During those sessions, priorities were outlined, which assisted us in the development of the fiscal 2015 goals. These goals provided the framework for the development of the FY15 budget.

The following is a list of The T's Short Term Goals for Fiscal 2015:

- Improve the image of public transit by the end of fiscal 15 by enhancing The T's service as measured by:
 - 10% decrease in customer complaints
- Complete three signed agreements with strategic partners by the end of FY15 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.
- Increase system wide ridership by 5%, while improving service productivity by increasing the number of passengers carried per revenue hour.
- Expand the customers trip planning options and experience by September 30, 2015 using the following appropriate technology-based planning tools:
 - Real-time arrival information for the entire fleet
 - Real-time TRE Passenger Information System
 - MITS Online Scheduling System
 - Interactive Voice Response (IVR) for Customer Service
- Advance the TEX Rail effort;
 - Complete the TEX Rail design by December 31, 2015
 - Finalize the TEX Rail construction contract by September 30, 2015
 - Finalize the TEX Rail vehicle contract by December 31, 2014
- Recognize the value of our employees by implementing targeted programs and incentives for safety, wellness, professional development and productivity;
 - Use T Total Wellness Program to reduce The T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce

- For those employees that were screened, increase participation in The T's wellness incentive program to 50% of those screened
- Increase employee productivity and value by providing two targeted professional development training programs.

Major Capital Projects for fiscal 2015:

The following is a partial list of projects. Some of these are underway and others are new for fiscal 2015:

- TEX RAIL
- TRE NextTrain Upgrades
- TRE Positive Train Control
- TRE Grade Crossings
- TRE Double Tracking Between MP 623.5-625.1
- TRE Trinity River Bridge Environmental Assessment & PE
- TRE Station High Gates
- TRE Capital Maintenance – FY15
- TRE Station Security Video Enhancements
- Vehicles Purchase
- Maintenance Service Vehicles
- Bus Wash
- Miscellaneous Equipment and Repair Fiscal 2015
- Capital Maintenance – T Facilities FY15
- Capital Maintenance Parking Lots – FY15
- MITS Contractor Vehicle Cameras
- Fleet-wide Passenger Information System
- Continue to support Bike Sharing Program
- ADA Accessible Improvements
- Bike Share Expansion
- Multi-year Transportation Enhancements

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FORTH WORTH TRANSPORTATION AUTHORITY

2015 BUSINESS PLAN

Fiscal 2014 Accomplishments

The following is a list of accomplishments achieved by The T during fiscal 2014. 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 2015 and beyond.

Completion of Major Capital Projects in 2014:

Several of the following major projects were either completed or started during fiscal 2014:

- Opened North Park & Ride (in Far North Fort Worth)
- Sulphur Branch Bridge on TRE
- TRE Bi-Level Overhauls
- ADA Accessible Improvements
- MITS Mobile Data System Upgrades
- Radio Replacement Vehicles & Hand Held Devices
- IT Support System Improvements
- TRE HEP Engines
- Trapeze Improvements (OPS Sign-In Terminal)

2014 Major Accomplishments:

- The T hired a New CEO
- Completion of the Performance Management Audit
- Received the Record of Decision (ROD) for TEX Rail
- Ordered New Buses and MITS Vans
- Total Ridership increased 1.9% in Fiscal Year 2014
- Updated The T's Service Standards
- Completed the Title VI Report and Update
- Successful Local and State Rodeo
- Implemented the Use of Safety Straps on all Buses
- GFOA's Distinguished Budget Presentation Award
- Comptroller Silver Circle Certification
- TRE Special Event Service for the NCAA Men's Final Four Playoffs and Championship

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FORT WORTH TRANSPORTATION AUTHORITY

2015 Business Plan Introduction

Overview

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

On November 7, 2006, voters in the City of Grapevine elected to approve a \$.0050 or half-cent sales tax increase for Economic Development (4B), of which The T will receive \$.0038 or three eights cent sales tax for the construction and operation of a commuter rail through Fort Worth, Grapevine and into DFW Airport. This is a significant milestone in support of public transportation in Tarrant County. This action by the Grapevine citizens marks the first time in 15 years that a new city has joined with The T, which will help make public transit options available on a regional basis.

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

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

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

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

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

[New CEO Joins The T](#)



Paul Ballard has been President and CEO of the Fort Worth Transportation Authority (The T) since April. He began his rail transportation career as a conductor and brakeman on the Boston & Maine Railroad, serving in both commuter rail and freight service. Then, as an undergraduate at Indiana University, he learned the rubber-tired end of the business as a bus operator for the university's Campus Bus System. After starting up a small municipal transit system while still an undergraduate, he progressed through several increasingly larger transit systems as either a public employee or a private business entrepreneur. He has managed transportation efforts internationally as well as domestically.

In his most recent endeavors, he served as CEO of two public transit agencies in Tennessee; the Nashville Metropolitan Transit Authority and the Regional Transportation Authority of Middle Tennessee. In his twelve years there he built and placed into service the Music City Star commuter rail line and increased ridership of the public transit services from 6.4 million annual trips to over 10.5 million annual trips.

He holds a B.S. Degree in Business, Transportation and Public Utilities Management from the Indiana University School of Business and an MPA Degree from Webster University in St. Louis.

[T Service Area](#)

The T's service area includes the cities of Fort Worth, Richland Hills and Blue Mound, all located in Tarrant County, in north-central Texas. The area encompasses 322 square miles and excludes Grapevine. The estimated 2014 population for Tarrant County, according to the Texas

Department of State Health Services is 1,931,335. The Dallas/Fort Worth/Arlington Metropolitan Statistical Area (MSA) is one of the largest population centers in Texas.

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

Today, Fort Worth is expected to reach 782,000 people by the end of 2014, according to The World Population Statistics. The Dallas/Fort Worth/Arlington Statistical Area is largest cities in ranked 12th in the nation and 2nd in the state. The residents of Fort Worth and Tarrant County are genuinely friendly, spirited and quite diverse. Fort Worth is consistently ranked among the top places in the nation to work, live and do business.

Whether born here or newly arrived, Fort Worth is home in every sense of the word, with affordable, high-quality living, a diverse business environment, outstanding education from kindergarten through college; a temperate climate; popular attraction; sophisticated fine art; community solidarity; renowned performing arts; and a bustling downtown that is the pride of its citizens and a model for cities across the nation.

The T provides fixed route and express bus service within Fort Worth city limits and Rider Request Service to the City of Richland Hills. MITS service is provided to Fort Worth, the City of Richland Hills and the City of Blue Mound.

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

Another way The T provides service outside its fixed route service area is through vanpools. Partially funded through federal grants, vanpools are established by working with employers and their employees.

Additionally, The T provides transportation services to others outside its service area through federal grant programs designed to assist non-member cities with their transportation needs such as the North East Transportation Services (NETS) and Tarrant County Transportation Services (TCTS). The T, DART, City of Arlington, and University of Texas at Arlington partnered to provide limited service to Arlington from the TRE CentrePort Station.

Facilities

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

The T operates transfer centers at three area malls, La Gran Plaza de Fort Worth at I-35 South and Seminary Drive, Ridgmar Mall at I-30 and Green Oaks and Hulen Mall located at I-20, Hulen Street. Locating a transfer center on mall property is good for local merchants and The T's customers. In addition the Sierra Vista Transfer Center is located at 1500 E. Berry Street. These facilities provide outstanding passenger amenities, while efficiently transferring our customers to other parts of the service area.

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.

Our newest facility is North Park & Ride located at 10157 North I-35 West between Golden Triangle and heritage Trace. This service will provide three express trips in the morning and in the evening, to downtown Fort Worth.

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

- **Texas and Pacific (T&P) Station** at Lancaster and Throckmorton Streets. Wood Partners Group developed condominiums on the upper floors, above The T's waiting room. The T's waiting room is leased for weddings and large functions. Its classic art deco decor is a popular venue for various events.
- **Richland Hills Station** at Handley-Ederville Road and Highway 121; the station's double tracking project was completed in time for the new schedule changes for our bus and train service on September 14, 2009.
- **Intermodal Transportation Center (ITC)** at 9th and Jones Streets. The T's Customer Service Call Center is located here, and it is our major transfer center. Enterprise Rent-A-Car, Amtrak, Greyhound Bus Lines, and Subway lease space at the ITC. The final tenant is Travelers Aide. They are located in many bus stations, rail stations and Airports throughout the country. They provide assistance to travelers such as the homeless, stranded, foreign visitors and the military if needed. Most of their travel needs are provided by Greyhound Bus Company.
- **Bell Station** at Bell Helicopter Blvd. off Highway 10 across from Bell Helicopter; and
- **CentrePort/DFW Airport Station** off Highway 360 just south of Dallas/Fort Worth (DFW) Airport. This station has an expanded parking lot and shuttle service to DFW Airport. Also The T provides service to CentrePort employers with Route 30.

Special Transportation Services

The T currently has the following special transportation services:

- **The Vanpool Program**, which is open to anyone whose trip begins or ends in any of the eight counties. This program is funded through a federal grant with a local match

from The T. In addition, passenger monthly fees to offset a portion of the program's operating costs;

- **The North East Transportation Services (NETS)** provides rides for the elderly or disabled within the seven-city area (Bedford, Euless, Grapevine, Haltom City, Hurst, Keller, and North Richland Hills). The T oversees the operation and Catholic Charities;
- **Tarrant County Transportation Services (TCTS)** provides rides for the elderly or disabled. This service is for residents within Tarrant County, but outside The T service area. Catholic Charities is the provider and The T oversees the operation;
- **Northeast Tarrant County Job Access** funds were made available to The T through the Federal Transit Administration (FTA) 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 2014, TRE Tarrant County boardings provided 1,061,818 passenger trips or 8.8 percent increase from passenger trips in fiscal 2013.

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

The T and DART have contracted with Herzog Transit Services Inc. for the operations of the TRE, including dispatching, maintenance of the tracks and maintenance of the vehicles. The TRE has a track use agreement with four freight railroads including: BNSF Railway; Union Pacific; Fort Worth and Western Railroad; and Dallas, Garland and Northeastern. Under these agreements the aforementioned railroads are allowed to operate on the TRE corridor for a fee. TRE also receives revenue from the lease of the right-of-way. The freight lease revenues are used to offset the maintenance and operational costs of the TRE passenger service. During fiscal 2013 these agreements generated approximately \$2.3 million in revenue.

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

Service is offered from 4:58 a.m. to 11:35 p.m. Monday - Friday. Peak headways average 20 minutes, with headways for off-peak trains varying between 83 and 120 minutes. On Saturdays,

trains operate on 90-minute headway from 8:47 a.m. to 11:37 p.m. Regular Sunday service is not offered at this time.

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

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

Service Updates

Fiscal 2014 bus ridership was 7,602,515 which is an increase of 69,606 passenger trips or .9% increase over the same period in fiscal 2013. MITS service increased 2.3% or 8,342 trips compared to 2013, and TRE ridership was also up by 9.2% over 2013. Vanpool service decreased -10.7% or 74,416 trips less than fiscal 2013.

Federal Grants in Fiscal 2015

The Grant Administrator at The T is responsible for identifying funding for 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.

- Purchase of a parking expansion for TRE riders at the ITC.
- The procurement of environmentally friendly Compressed Natural Gas transit vehicles.
- Modernization of rail track on the Tarrant County side of the Trinity Railway Express.
- Program Management and Environmental work for the TEX Rail project.
- Right-of-way acquisition of rail track related to the TEX Rail project.
- Engineering Design and Pre-Construction Services for TEX Rail.
- New Freedom ADA improvements for 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.

The T's Disadvantaged Business Enterprise (DBE) Goal for Fiscal Year 2015

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 DBE overall goal setting process is required every three years for all FTA grantees that expect grant awards of at least \$250,000 in FTA-assisted contracts and it must conform to FTA's goal setting process as outlined by DOT regulation. FTA does not approve the DBE overall goal of grantees; however, FTA does review and approve the methodology used to calculate the goal. The T's overall goal is 25% DBE participation for all federally funded contracts.

The TEX Rail D/M/WBE project goal for design and construction has also been set and was approved by the Board in October 2012. The TEX Rail D/M/WBE Design and Construction project-specific goal is 30%.

[ABOUT TOWN](#)

[What is the Trinity River Vision](#)

The Trinity River Vision Authority (TRVA) is the organization responsible for the implementation of the Trinity River Vision (TRV) - a master plan for the Trinity River in Fort Worth, Texas. It is underway now - connecting every neighborhood in the city to the Trinity River corridor with new recreational amenities, improved infrastructure, environmental enhancements and event programming. The TRV will create **Panther Island** (formerly *Trinity Uptown*), a vibrant urban waterfront neighborhood, expand Gateway Park into one of the largest urban-programmed parks in the nation and enhance the river corridor with over 90 user-requested projects along the Trinity Trails.

[Trinity River Vision Goals & Update](#)



The Trinity River Vision project not only provides needed flood protection for Fort Worth but it also accomplishes several other important goals: urban revitalization, ecosystem restoration, recreation and sustainability.

Fort Worth City Council OKs \$6.63 million for Trinity Uptown bridges

The Fort Worth City Council approved Tuesday, February 18, 2014 spending \$6.63 million on the new bridges for the Trinity Uptown project.

The money will come from the 2008 Capital Improvement Bond Program and go toward a total of \$73.7 million from federal, state, regional toll revenue and local funds to build the three bridges on Henderson Street, North Main Street and White Settlement Road, according to city documents.

All of the council members and mayor voted for the funding, except Councilman W.B. “Zim” Zimmerman, who was absent.

The Texas Department of Transportation is expected to bid the projects in May and start construction in late July, said Mark Rauscher, senior capital programs manager for the city. To finish all three bridges should take about three years, he said.

Trinity River Vision signature bridges no longer just a vision



Construction is underway on new [Trinity River Vision](#) bridges being built on Henderson Street, North Main Street and White Settlement Road. Construction is expected to end by early 2018.

The Texas Department of Transportation awarded a \$65.5 million contract to Texas Sterling Construction in a joint project between the City of Fort Worth, Trinity River Vision Authority,

Tarrant County, the Army Corps of Engineers and the North Central Texas Council of Governments.

A groundbreaking ceremony is planned for 9 a.m. Nov. 10.

Construction of the three bridges will impact traffic flow on Henderson, White Settlement and North Main. A segment of each roadway under the new bridge footprint will be closed during construction. Traffic will be rerouted either on newly constructed detour roads or by using existing streets. On Henderson Street and North Main, a reroute will be in place directly next to the existing roadway to ensure limited traffic interruption.

Existing bridges on North Main Street (the historic Paddock Viaduct) and Henderson Street will not be affected by the construction.

The project also includes the use of modern roundabout intersections on Henderson Street and White Settlement Road. The roundabouts at Henderson and White Settlement will include sculptures as their centerpieces.

[Gateway Park Master Plan](#)



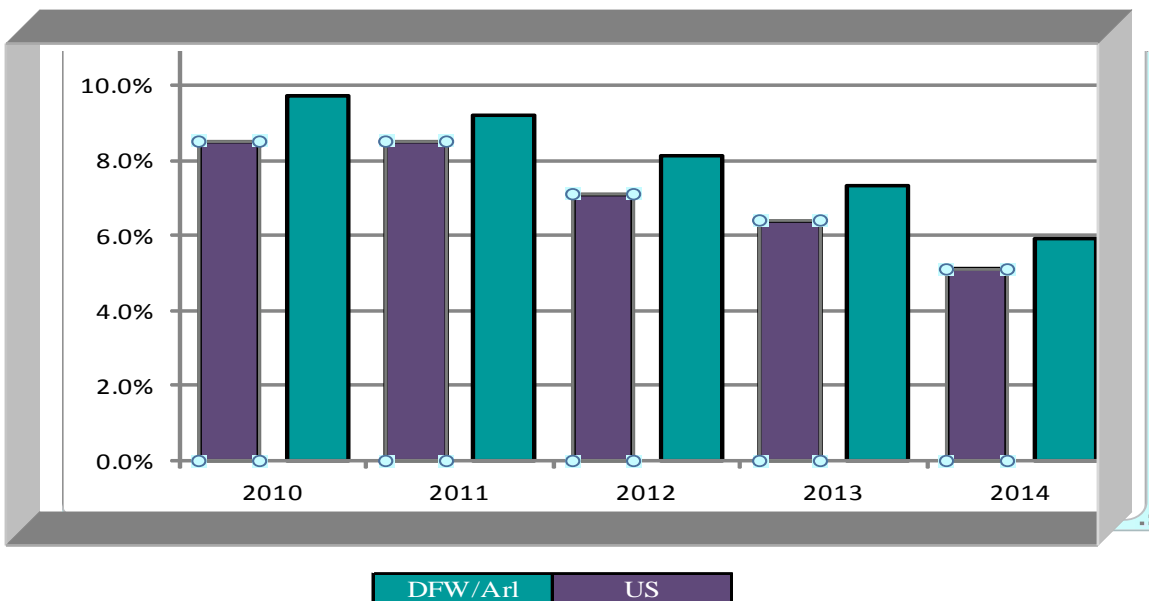
Another exciting component of the Central City portion of the **Trinity River Vision** is the revitalization of Gateway Park. The plan will include a major restoration of the park's ecosystem, provide numerous and diverse recreational amenities and provide the necessary flood storage to ensure the viability of the Central City flood control project. The plans are likely to spur positive economic development around the park.

Unemployment

The national unemployment rate for September 2014 was 5.9% according to the U.S. Bureau of Labor Statistics. The Texas unemployment rate for September 2014 was 5.2%. Texas Employers have added 413,700 jobs between October 2013 and September 2014. The unemployment rate for Fort Worth during the month of September 2014 was 5.1%. (*U.S. Labor Statistics*)

“There is no limit to what we can accomplish with a labor force of 13 million hardworking Texans,” according to the Texas Workforce Commission. “Our mission is to ensure that every one of them either has a good job or can find one. With a strong economy and local partners committed to helping job seekers, we can make it happen.”

Annual Average Unemployment Rates



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

Employment

The Dallas/Fort Worth/Arlington MSA consist of two metropolitan division-separately identifiable employments centers within the larger metropolitan area. The Dallas-Plano-Irving Division, which accounted for 71% of the area workforce, provided 76% of the area growth with the addition of 92,300 jobs from a year ago.

The Fort Worth-Arlington Metropolitan Division, which accounted for 29% of the areas workforce, which added 28,500 jobs during the last 12-month period, a 3.1% increase.

Some of Fort Worth's Top Employers:

Employers	Employees
AMR/American Airlines	24,700
Texas Health resources	19,230
Lockheed Martin Aeronautics Company	14,126
NAS Fort Worth JRB	11,350
Fort Worth Independent School District	11,000
City of Fort Worth	6,195
JPS Health Network	4,872
Cook Children's Health Care System	4,326

YEAR IN REVIEW



The T's TEX Rail Project-Vision in Action

Project Update: Fall 2014

New developments signal forward momentum for Tarrant County's next passenger rail line

Major Milestone Announced

The Fort Worth Transportation Authority (The T) has received a Record of Decision (ROD) from the Federal Transit Administration (FTA) and the Federal Aviation Administration (FAA) that could lead to the start of TEX Rail construction in 2016. The ROD signals federal approval of TEX Rail's Environmental Impact Statement and authorizes The T to contract for and begin the design of the project under the New Starts process. The ROD also allows The T to begin the acquisition of property necessary for stations and other project needs.

“Achieving a Record of Decision is an acknowledgement of the importance of TEX Rail in helping to meet the growing public transportation needs in Greater Fort Worth and Tarrant County, and to provide essential connections to other transit systems across the North Central Texas region,” said Scott Mahaffey, The T's Board Chair.

The New Starts process will qualify TEX Rail to eventually receive federal funding for approved expenditures of up to 50 percent of TEX Rail's estimated capital cost.

The next major milestone in the New Starts process will be after FTA provides The T with permission to enter engineering, at which point The T will place its order for rail vehicles. The last major milestone will be the FTA agreeing to a Full Funding Grant Agreement that will allow for construction to begin.

Other Activities Underway to Move TEX Rail Forward:

- Evaluating proposal documents for a vendor to build and deliver the TEX Rail Diesel Multiple Unit (DMU) rail vehicles;
- Negotiating terms for the eventual award of a TEX Rail engineering services contract;
- Coordinating plans with the City of Fort Worth, City of Grapevine, DFW Airport, the North Central Texas Council of Governments (NCTCOG), the Federal Aviation Administration (FAA), the Federal Railroad Administration (FRA) and other agencies; and
- Negotiating operational and design issues with private railroads and Dallas Area Rapid Transit (DART) along the corridor.

The opening commuter rail line, or initial service section, will extend from downtown Fort Worth, across northeast Tarrant County and Grapevine, and into DFW Airport. This section is projected to have more than 10,000 daily riders at the initial start of service using eight rail stations. By 2035, there will be 10 stations and approximately 15,000 daily riders. Final design of TEX Rail is expected to begin in the third quarter of 2014, with construction slated to start in 2016. The T is targeting 2018 for the opening, when TEX Rail will begin revenue operations.

[View New Video](#)

To increase community awareness about the TEX Rail project, The T recently released “*TEX Rail: Getting North Texas on Track Toward a Better Future*,” a 90-second video highlighting the route, stations and benefits to North Texas. View the video by visiting the TEX Rail website: www.texrail.com.

[TEX Rail Facts at a Glance](#)

- The opening commuter rail line, or initial service section, will extend from downtown Fort Worth, across northeast Tarrant County, Grapevine, and into DFW Airport’s Terminal B.
- This 27-mile regional rail corridor is projected to have more than 10,000 daily riders at the initial start of service using eight rail stations.
- By 2035, there will be 10 stations and approximately 15,000 daily riders.
- The T is targeting 2018 for the opening, when TEX Rail will begin revenue operations.

[Keep on Track . . .](#)

Website: www.TEXRail.com | E-mail: info@TEXRail.com | Telephone hotline: 817-215-8785

[Safari Shuttle](#)



The T and The Fort Worth Zoo offered Zoo visitors inexpensive relief to typical spring break traffic and parking stress. The Safari Shuttle bus service will start Saturday March 24, and will operate every Saturday through October 25, 2014. The Safari Shuttle will operate a daily express service from the ITC

Employees Honored for 30 Year



COO Anthony Johnson (left end) & Board Chair, Scott Mahaffey (right end)

Recognized employees (from left to right) who were here when The T was voted in: Frank Ledesma, Freddie Buckley, Bobbile Mitchell, James Sneed, Greg Scott, Rosalind Miller, Carla Forman, Hue Nugyen, Willie Hall, Deanna Hughes, Spencer Davis, Edward Moreno and Ron Attaway.

Opening of the North Park & Ride



On May 12, 2014, The Fort Worth Transportation Authority started its newest express service from the North Park & Ride. The new Express Route 63 service will provide three morning and three late afternoon non-stop trips

Monday through Friday to and from downtown Fort Worth.

The North Park & Ride has 196 paved parking spaces, two bus lanes, four bus shelters, landscaping, irrigation, fencing, lighting, security cameras, and potential for a future electric charging station for commuter vehicles.

[TRE's Winter Whistler](#)



We all know Santa Claus is very busy, but he's took time out of his schedule, to hear children's Christmas lists firsthand aboard the Trinity Railroad Express' new holiday train called the Winter Whistler Express.

Two TRE train sets were transformed for the season to make up the holiday train were held on November 30, December 7, 14 and 21.

Annual Holiday Lights Tour (2014)



The Holiday Lights Tour Event was held on December 14 & 15, 2013 hosted by The T and Stockyards Station. The event included face painting, cookies, hot chocolate and a visit from Santa Claus. The lights tour was about an hour and one half. The price was \$5.00 for adults and children under 5 were free.

“Expressions That Move You”

Art created by students in the Fort Worth Independent School District’s after school program may be viewed on the outside of ten Fort Worth Transportation Authority buses throughout the summer. The art is by winners of The T’s annual “Expressions That Move You” contest. The entries were judged on theme, artistic merit and creativity.



“Earth Day Ride CNG”



April 18 through April 20, The T's Buses are extra “green” since they operate on compressed natural gas (CNG), which has colorless, odorless, odorless exhaust with no particulate matter. This Earth Day consider switching from your car to a bus or train for your commute. It will reduce emissions by 20 pounds a day, or 4,800 pounds a year, according to the American Public Transportation Association (APTA).

Earth Day - Bike to Work Day



As part of the Earth Day events the annual Bike to Work Day was held on May 16 at the ITC. This annual event highlights Fort Worth's support for bicycle riding as a cost efficient way to address mobility and air quality concerns while improving physical health and quality of life. Bicycles are advocated by the American Public Transportation Association to bridge the gap between bus and train to final destinations.

Stock Show Shuttle



ONE BUCK.



Ride The T Saturday and Sunday bus shuttles from Ridgmar Mall and Billy Bob's to the 2014 Fort Stock Show and Rodeo for just a buck each way starting Saturday, January 18 through, February 8. The Trinity Railway Express (TRE) riders also may use their train pass to transfer to The T's regular, frequent bus service.

Art Work for Sierra Vista



This transit plaza is located at 1500 E. Berry Street in Fort Worth. Sierra Vista features a wide bus lane, four large bus shelters with multi-colored glass panels and roofs. Also included are benches, landscaping and a security fence. Features above are the colorful monument signs created by local artists.

Cowboy Coaches/College Game Shuttles



The T provides shuttle service to and from ATT Stadium for all home Cowboy and College games. The fee is \$5.00 to park and \$10.00 for the shuttle from the TRE T&P Park & Ride Lot.

Sulphur Branch Bridge



Sulphur Branch Bridge was one of the largest capital projects for FY2014. The project was to replace the existing TRE Bridge over Sulphur Branch Creek. The project started in April of 2014 and was completed September 23, 2014. The new bridge will be a single-track, two span deck plate girders with a ballasted steel deck and hand rails. Only the existing superstructure of the bridge needed to be replaced.

Mass Transit Madness – Final Four



Special plans in play for sports weekend, in particular, the Trinity Railways Express commuter line could be a smart option for fans to reach not only the Final Four games in Arlington but also, ESPN broadcast site at Sundance Square in downtown Fort Worth, and events in downtown Dallas.

Fans who wish to take the TRE to the final four can buy a transit pass for \$10.00 a day or \$30.00 for four days. With it, fans can ride the TRE to the CentrePort Station, where buses chartered by the NCAA will shuttle them to ATT Stadium.

For those attending ESPN's setup at Sundance Square, the TRE stops just a few blocks away at the Intermodal Transportation Center in Downtown Fort Worth.

In downtown Fort Worth, Molly the Trolley, a rubber-tire streetcar system will operate for extended hours.

T employees will monitor stations such as the ITC to ensure that train riders aren't stranded after hours.

LOOKING AHEAD TO 2015

Major Projects for 2015

The T's Master Plan:

- A Five Year Service Plan that will guide and prioritize bus system enhancements during the period of 2015-2020. Specific projects will be identified through a public engagement process and board action.
- A Capital Plan will be developed to identify major capital infrastructure improvements needed during the period of 2015-2035. High capacity will be prioritized and the appropriate technologies (such as enhanced bus, trolley and rail) or transit facilities (such as-but not limited to-transfer centers, park and rides and bike connections) will be identified.

Molly the Trolley NextBus Passenger Information System:

- This project is to enhance Molly the Trolley with real-time passenger information, which includes regularly updated arrival information based on real-time vehicle location.

Fleet-wide Passenger NextBus Information System:

- This project is for the installation of real-time passenger information on all of our bus fleet.

Special Events

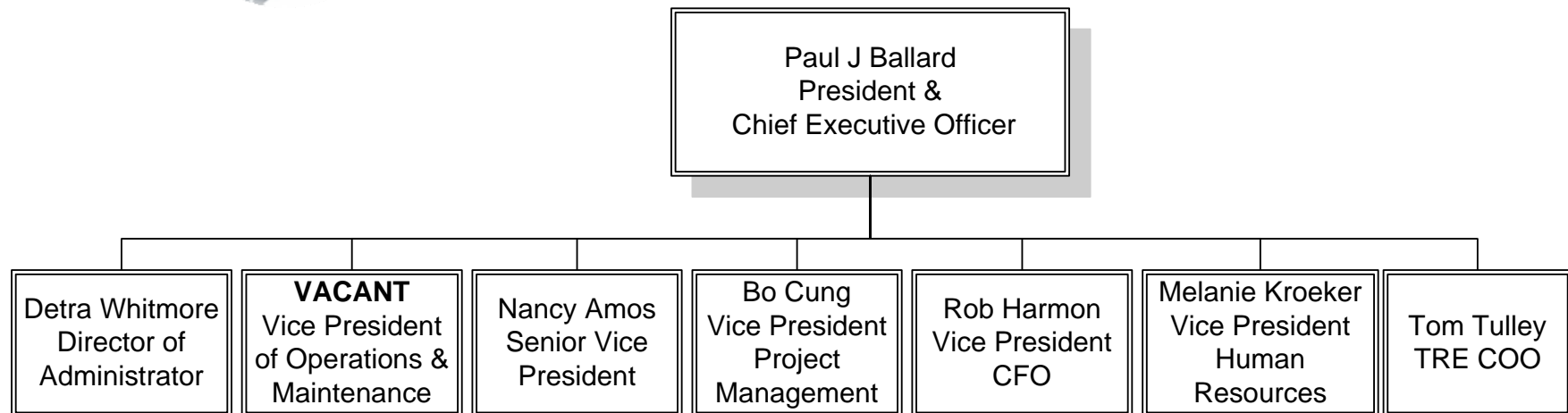
Joint marketing and coordination of special events, such as:

- ❖ Hosting APTA Bus conference & Rodeo
- ❖ Expanded TRE Service for College Football Championship
- ❖ The Cowboy Shuttle
- ❖ Stock Show Shuttle
- ❖ Zoo Trolley
- ❖ Main Street Arts Festival
- ❖ Ride The T for a Can

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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 decisions for the organization. The President & CEO'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>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
Complete T Transit Master Plan	N/A	9-30-15
Increase bus ridership by 5%	On-going	9-30-15
Improve the image of public transportation	On-going	On-going
Two additional strategic partners	N/A	90-30-15



The T 2015 Business Plan Administration

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

Organizational Goal # 1 **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**

- **10% decrease in customer complaints**

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

Measurement: Two positive news stories

Responsible: Administration Department

Coordinating Department: Marketing, Planning, and Governmental Relations

Organizational Goal # 2: **Complete three signed agreements with strategic partners by the end of FY15 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.**

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

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

Responsible: Administration Department

Coordinating Department: Governmental Relations and CFO

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

Measurement: One signed agreement

Responsible: Administration Department

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

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

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, IT, Marketing, and TRE

Organizational Goal # 4: Expand the customers' trip planning options and experience by September 30, 2015 using the following appropriate technology-based planning tools:

- Real-time arrival information for the entire fleet
- Real-time TRE Passenger Information System
- MITS Online Scheduling System
- Interactive Voice Response (IVR) for Customer Service

Departmental Project: Provide direction and support for all projects.

Measurement: Projects completed on-time

Responsible: Administration Department

Coordinating Department: IT, Planning, Marketing, Customer Service, Operations, and MITS

Organizational Goal # 5: Advance the TEX Rail effort:

- Complete the TEX Rail Design by December 31, 2015
- Finalize the TEX Rail Construction Contract by September 30, 2015
- Finalize the TEX Rail vehicle contract by December 31, 2014

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

Measurement: Meet completion goals for TEX Rail design, TEX Rail construction contract, and TEX Rail vehicle contract

Responsible: Administration Department

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

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

- Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce
- For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.
- Increase employee productivity and value by providing two targeted professional development training programs

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

Measurement: Administrative staff participation

Responsible: Administration Department

Coordinating Department: Human Resources

Departmental Project: Identify training opportunities to enhance job performance.

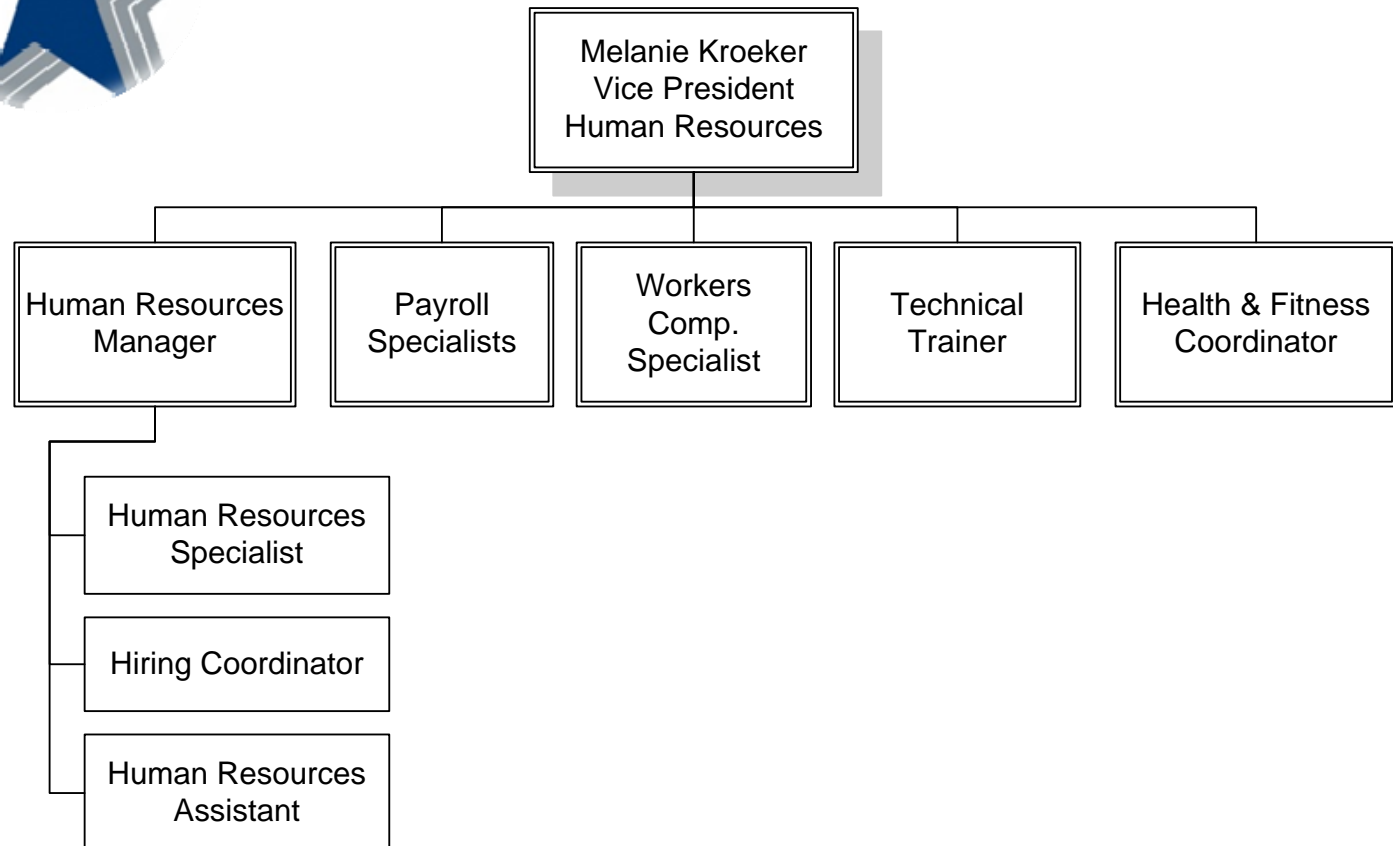
Measurement: Administrative staff completion of professional development training program

Responsible: Administration Department

Coordinating Department: Human Resources



Human Resources



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Departmental Summary

Department Human Resources **Department Number** 0110

Department Summary of Purpose and Goals

The necessary core components of a comprehensive human resources department include but are not limited to recruitment, training, benefits, performance management, employee relations, and risk management. In addition, our department emphasizes the importance of remaining up-to-date on current trends, technology, and incentives while providing exemplary service to our internal and external customers. The Human Resource team implements federal, state, and local policies that affect the status of all employees and internal programs to assist (workers compensation, FMLA, FSLA, EEO/AA, State Wage and Hour, Unemployment, Healthcare and other benefits, HIPAA, FTA Drug and Alcohol requirements, confidentiality, disciplinary action, ADA, Training, EAP, 401(k) /457b retirement plans, employee wellness programs, and pre-employment testing). In addition, the Human Resource team is dedicated to provide ongoing health promotion and wellness activities in order to increase the concept of healthy lifestyles and to implement these concepts to advance the wellness of the employees through our Wellness Program called T Total Wellness.

Key Performance Indicators

	<i>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
Administer the Drug Alcohol Program in accordance with the FTA guidelines and to submit the FTA-MIS drug and alcohol report by the deadline.	Submitted Compliance 3/2014	Meet Compliance by 3/2015
Coordinate Annual Benefits Enrollment through our Wellness Fair.	Held Fair Oct 2014	Hold Fair Oct 2015
Compile and review EPA –Employee Performance Appraisals Midyears and Annuals by deadline.	All Midyears and Annual Evaluations complete for FY14	All Midyears and Annual Evaluations complete for FY15
Complete all OSHA injury/illness reporting and record all lost days by the deadline and post by guidelines.	Posted by 02/1/14	Meet Compliance by 2/1/15
Increase involvement in the company’s wellness program and bioscreens with the updated program. Goal is to have 400 employees screened from 360 screened last year.	Health Screenings Oct 2014	Health Screenings Oct 2015



The T 2015 Business Plan Human Resources

The necessary core components of a comprehensive human resources department include but are not limited to recruitment, training, benefits, performance management, employee relations, and risk management.

Organizational Goal # 1 **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**

- **10% decrease in customer complaints**

Departmental Project: **Utilize our company-wide Customer Service Recognition Program.**

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

Responsible: Human Resources

Coordinating Department: Administration

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

- **Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce**
- **For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.**
- **Increase employee productivity and value by providing two targeted professional development training programs**

Departmental Project: **The project is intended to increase overall health of employees, and to increase participation of total workforce in our health screenings, health risk assessments, and wellness program from 375-400 employees screened. HR will utilize all benefit meetings, including our wellness fair in October 2014,**

and during our week of health screenings during October 2014, to educate our workforce about the wellness incentive program and the correlation to our healthcare costs. In addition provide targeted training for employees on wellness.

Measurement: Screen 400 employees in October 2015 and provide monthly wellness workshops to provide training on the health, financial and overall wellness.

Responsible: Human Resources and Wellness Vendor

Coordinating Department: All employees and departments.

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Trinity Railway Express (TRE)

Tom Tulley
TRE
Chief Operating Officer

Administrative
Assistant

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Departmental Summary

Department Trinity Railway Express **Department Number** 3100

Department Summary of Purpose and Goals

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

Key Performance Indicators

	<i>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
Increase Ridership	1,061,818	1,115,000
Subsidy per Passenger Trip	3.87	3.80
Passenger Trips per Hour	130.57	137.00
Passenger Trips per Mile	5.51	5.80
On-time Performance	98.1%	99.00%
TRE Recovery Ratio	21.97%	23.00%



The T 2015 Business Plan Trinity Railway Express

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

- Organizational Goal # 1** **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**
- **10% decrease in customer complaints**

Departmental Project: **Improve Customer Service On-Going**

Measurement:

- Characterize the TRE's customer service complaints/ concerns, or recommendations each month from DART and the T; and meet with HTSI regarding action items that need to be enforced.

Responsible:

Tom Tulley and Mequana Campbell

Coordinating Department:

HTSI, DART, and the T

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

Departmental Project: **Ridership – On-going**

Measurement:

- Review daily ridership load percentages to ensure consist sizes matches ridership demands.
- Review the productivity of the TRE's schedules for low ridership services.
- Audit the HTSI ridership verification system.
- Support both, DART and DCTA's A Train developments and explore cost savings by sharing management staff. This reflects the TRE Interlocal agreement to account for expanded HTSI contract duties in Denton County.
- Monitor special service demand.

Responsible:

Tom Tulley, Mequana Campbell

Coordinating Department:

HTSI

Departmental Project: Enhance the Passenger Information System and Wi-Fi. Also, participate in the creation of the Positive Train Control
On – going

Measurement:

- Coordinate with DART’s IT department to continue to enhance the onboard Wi-Fi system.
- Coordinate with DART’s and the T’s IT department to monitor the Passenger Information System that is installed along the TRE corridor.
- Coordinate with each agency (DART, DCTA, and the T) in the metropolitan area regarding allocating cost pertaining to the Rail Safety Improvement Act when implementing the Positive Train Control for both of the TRE and TEX Rail fleets.

Responsible: Tom Tulley and Mequana Campbell

Coordinating Department: The T, DART, DCTA, and HTSI

Organizational Goal # 5: Advance the TEX Rail effort:

- Complete the TEX Rail Design by December 31, 2015
- Finalize the TEX Rail Construction Contract by September 30, 2015
- Finalize the TEX Rail vehicle contract by December 31, 2014

Departmental Project: Advance the TEX-RAIL effort - On-going

Measurement:

- Provide T project with the necessary operating information to advance service on the TEX-Rail project to advance the service productions.
- This includes involvement of the the following; TEX Rail risk assessment, advisory of the expansion of the TRE, TEX Rail Facility analysis, TEX-Rail Site Mods, and TEX Rail Commuter Rail O&M Costs.
- Complete the TEX Rail Design by December 31, 2015
- Finalize the TEX Rail Construction Contract by September 30, 2015

- Finalize the TEX Rail vehicle contract by December 31, 2014

Responsible: Tom Tulley, Julia Garcia, and Mequana Campbell

Coordinating Department: Consultants

Departmental Project: EMF-Irving Yard Facility Camera System - On-going

Measurement:

- Develop a regional security services plan for TRE/TEX Rail and DCTA. Continue to develop security for the EMF to include installing cameras.

Responsible: Tom Tulley and Mequana Campbell

Coordinating Department: FWTA/DCTA/TRE/DART

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

- Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce
- For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.
- Increase employee productivity and value by providing two targeted professional development training programs

Departmental Project: Target Program and Incentives Program awareness

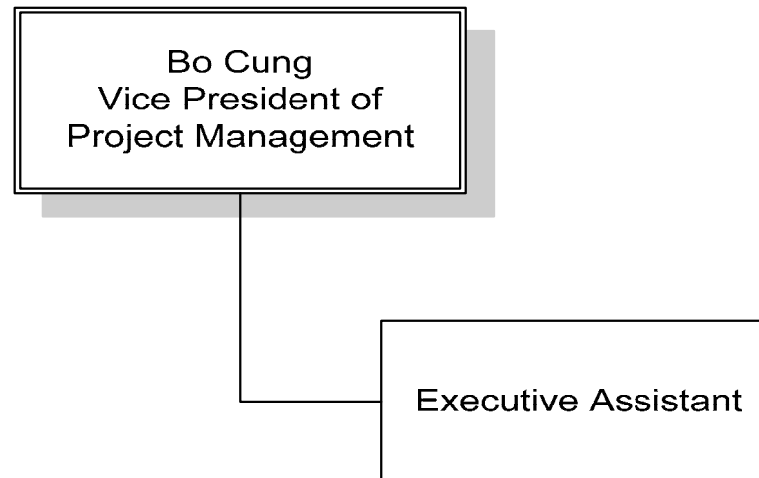
Measurement: Implement targeted programs and incentives for safety, wellness, professional development and productivity.

Responsible: Tom Tulley

Coordinating Department: Human Resources



Project Management



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Departmental Summary

Department

Project Management

Department Number

117

Department Summary of Purpose and Goals

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

Key Performance Indicators

	<i>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
Complete New Freedom Phase III Construction		\$130,000
Complete Colleyville Quiet Zone Construction		\$209,000
Complete TRE Grade Crossing at Precinct Line Road		\$600,000
Double track a 1.3-mile section of TRE		\$3,500,000



The T 2015 Business Plan Project Management

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

Organizational Goal # 1 **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**

- **10% decrease in customer complaints**

Departmental Projects: **New Freedom Phase III, Colleyville Quiet Zone, North Houston Transfer Center, Various TRE Grade Crossings, TRE ADA Platform Gates**

Measurement: Complete projects as follow:
New Freedom Phase III (March 2015)
Colleyville Quiet Zone (March 2015)
North Houston Transfer Center (September 2015)
Various TRE Grade Crossings (September 2015)
TRE ADA Platform Gates (September 2015)

Responsible: Project Management

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

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

Departmental Project: **TRE Sulphur Branch Bridge, TRE Double Tracking, TRE Trinity River Crossing**

Measurement: Complete projects as follow:
TRE Sulphur Branch Bridge Construction (December 2014)
TRE Double Tracking (September 2015)
TRE Trinity River Crossing Environmental Study (March 2016)

Responsible: Project Management

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

Organizational Goal # 4: Expand the customers' trip planning options and experience by September 30, 2015 using the following appropriate technology-based planning tools:

- Real-time arrival information for the entire fleet
- Real-time TRE Passenger Information System
- MITS Online Scheduling System
- Interactive Voice Response (IVR) for Customer Service

Departmental Project: ITC Various Improvements

Measurement: Complete project by September 2015

Responsible: Project Management

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

Organizational Goal # 5: Advance the TEX Rail effort:

- Complete the TEX Rail Design by December 31, 2015
- Finalize the TEX Rail Construction Contract by September 30, 2015
- Finalize the TEX Rail vehicle contract by December 31, 2014

Departmental Project: TEX Rail

Measurement: As indicated above

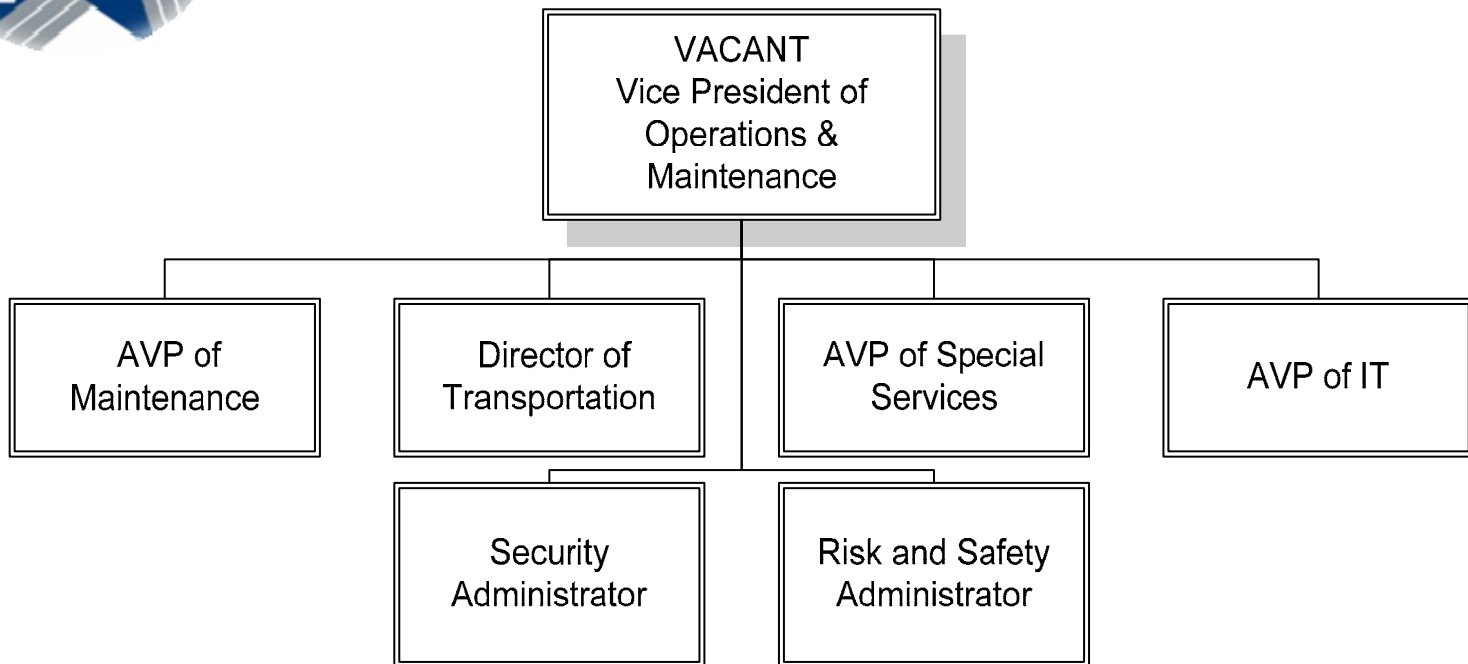
Responsible: Finance, Project Management

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

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Executive Vice President/COO



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The T 2015 Business Plan Operations

Responsible for daily bus service operations

Organizational Goal # 1 **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**

- **10% decrease in customer complaints**

Departmental Project: **Reduce customer complaints to 4.9% per 100,000 passenger trips and increase ridership by**

Measurement: Conduct quarterly All Team meetings with operators and hold each supervisor accountable for their team

Responsible: Operations, Risk management, and Safety

Coordinating Department: N/A

Measurement: Implement Next Bus on fixed route bus system

Responsible: IT and Operations

Coordinating Department: N/A

Measurement: Improve on-time performance

Responsible: Operations

Coordinating Department: N/A

Measurement: Street supervisors at all transfer centers

Responsible: Operations, Risk management,

Coordinating Department: N/A

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

Departmental Project: **Implement service changes**

Measurement: Schedule and implement all service changes

Responsible: Operations

Coordinating Department: N/A

Departmental Project: Improve on-time performance

Measurement: Monitor schedule adherence

Responsible: Operations

Coordinating Department: N/A

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

- Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce
- For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.
- Increase employee productivity and value by providing two targeted professional development training programs

Departmental Project: Promote and increase operator's participation in the Total Wellness Program by implementing the (each on take one project) among the supervisors, and staff.

Measurement: implement an incentive program for each operator and supervisor to work out in the fitness center at least 3 times a week.

Responsible: Operation

Coordinating Department: Company wide



The T 2015 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 FY15 by enhancing The T's service as measured by:**

- **10% decrease in customer complaints**

Departmental Project: **Decrease Customer Service complaints by 10% in FY2015**

Measurement: Achieve goal of 10% reduction in customer service complaints for a total not to exceed 95 by September 30, 2015

Responsible: Adrienne Cook and MITS Team

Coordinating Department: Customer Service

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

Departmental Project: **Increase the Transit Ambassador new client training by 5% to achieve a goal of 122,373 trips on Fixed Route Bus service.**

Measurement: Achieve a 5% increase in new clients trained for a total of 122,373 by September 30, 2015.

Responsible: Mark Shoop, Greg Scott, and Transit Ambassadors

Coordinating Department: MITS Administration and Bus Operations

Organizational Goal # 4: **Expand the customers' trip planning options and experience by September 30, 2015 using the following appropriate technology-based planning tools:**

- **Real-time arrival information for the entire fleet**

- **Real-time TRE Passenger Information System**
- **MITS Online Scheduling System**
- **Interactive Voice Response (IVR) for Customer Service**

Departmental Project: **Promote and educate MITS customers on the use of technology as an option for managing paratransit trips online.**

Measurement: Register 10% of active MITS customer for online booking and track usage monthly.

Responsible: Adrienne Cook and MITS Team

Coordinating Department: Customer Service, IT, and Marketing

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

- **Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce**
- **For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.**
- **Increase employee productivity and value by providing two targeted professional development training programs**

Departmental Project: **Promote participation in company-sponsored wellness program.**

Measurement: Increase current employee participation in the wellness program by 20% or greater at the end of September 30, 2015.

Responsible: Entire MITS Team

Coordinating Department: HR/Wellness Coordinator

Department Project: **Utilize memberships in the National Seminars Training programs and WTS to enhance professional development, improve employee morale, and productivity.**

Measurement: Active participation of all staff quarterly in webinars/seminars on subjects that enhance Customer Service and leadership abilities.

Responsible: Adrienne and MITS Team

Coordinating Department: HR

Departmental Summary

Department Maintenance **Department Number** 103,170,203,310

Department Summary of Purpose and Goals

To provide clean, safe, reliable vehicles in support of the operational needs of the T.
To maintain all facilities in order to provide safe, clean work areas for all personnel as well as customers. To manage our budgets in order get maximum value for the monies spent.

Key Performance Indicators

	<i>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
Maintain FY14 Vehicle Maintenance Budget	\$7.938 M	\$8.065M
Maintain FY14 Facilities Maintenance Budget	\$3.211M	\$3.056M
Maintain FY14 Maintenance Administration Budget	\$866K	\$860K
Maintain FY14 MITS Maintenance Budget	\$1.222M	\$1.280M
Maintain Overall Fleet Miles Between Roadcalls	7500	7500



The T 2015 Business Plan Maintenance

To maintain all vehicles, equipment and facilities in support of the mission of The T.

Organizational Goal # 1 **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**

- **10% decrease in customer complaints**

Departmental Project: **Replace MITS fleet**

Measurement: Place 31 vehicles in service within 30 days of receipt

Responsible: Van Shop

Coordinating Department: IT

Departmental Project: **Begin replacement of bus fleet**

Measurement: Place 16 vehicles in service within 30 days of receipt

Responsible: Bus Shop

Coordinating Department: IT

Departmental Project: **Up-grade facilities in preparations for 2015 APTA**

Measurement: Upgrade bathrooms, carpets and paint

Responsible: Facilities Maintenance

Coordinating Department: HRP, ITC, Maintenance

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

Departmental Project: **Maintain miles between road calls**

Measurement: Road calls should be maintained as stated in Summary of Goals

Responsible: Maintenance Shops

Coordinating Department: NA

Organizational Goal # 4: Expand the customers' trip planning options and experience by September 30, 2015 using the following appropriate technology-based planning tools:

- Real-time arrival information for the entire fleet
- Real-time TRE Passenger Information System
- MITS Online Scheduling System
- Interactive Voice Response (IVR) for Customer Service

Departmental Project: Place four new trolleys in service

Measurement: Within 30 days of receipt of new vehicles

Responsible: Maintenance Shop

Coordinating Department: NA

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

- Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce
- For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.
- Increase employee productivity and value by providing two targeted professional development training programs

Departmental Project: Develop and implement supervisory training

Measurement: All supervisors must complete two training sessions

Responsible: Maintenance Training

Coordinating Department: HR

Departmental Project: **Ensure mechanics attend technical training sessions**

Measurement: All mechanics must complete two training sessions

Responsible: Maintenance Training

Coordinating Department: NA

Departmental Summary

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

Department Summary of Purpose and Goals

Provide and support Information Technology/Services solutions.

Key Performance Indicators

	<i>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
Complete conversion of company desktops to Windows 7 OS	100%	-
Implement Disaster Recovery/Business Continuity plan and site	98%	-
Implement real-time arrival technology on Molly the Trolley	95%	-
Implement technology/signs at TRE stations to provide passengers real-time arrival information	80%	\$360,546
Implement real-time arrival information for the entire bus fleet	0%	\$554,316
Implement MITS Online Scheduling System	0%	\$224,700
Implement Interactive Voice Response (IVR) for Customer Service	0%	\$192,150



The T 2015 Business Plan Information Technology/Services

Provide and support Information Technology/Services solutions.

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

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

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

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

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

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

Responsible: Information Technology/Services

Coordinating Department: Procurement, Legal, Facilities Maintenance

Departmental Project: **Improve IT support infrastructure**

Measurement: Improvement in tools and infrastructure available to enhance all departments' ability to support the overall T mission: complete conversion of current desktop operating system software; continue multi-year desktop replacement program.

Responsible: Information Technology/Services

Coordinating Department: All Departments

Organizational Goal # 4: Expand the customers' trip planning options and experience by September 30, 2015 using the following appropriate technology-based planning tools:

- Real-time arrival information for the entire fleet
- Real-time TRE Passenger Information System
- MITS Online Scheduling System
- Interactive Voice Response (IVR) for Customer Service

Departmental Project: Real-Time Arrival Technology for the entire fleet

Measurement: Installation of NextBus passenger information system for all buses

Responsible: Information Technology/Services

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

Departmental Project: TRE Passenger Information Sign (PIS) Upgrade

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

Responsible: Information Technology/Services

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

Departmental Project: Trapeze PASS Web Implementation

Measurement: Successful implementation of the Trapeze PASS Web module for web-based trip reservations for MITS passengers

Responsible: Information Technology/Services

Coordinating Department: Procurement, Legal, MITS, Customer Service, Scheduling, Planning

Departmental Project: Trapeze IVR Implementation

Measurement: Successful implementation of the Trapeze interactive voice response module

Responsible: Information Technology/Services

Coordinating Department: Procurement, Legal, MITS, Customer Service, Scheduling, Planning

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

- Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce
- For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.
- Increase employee productivity and value by providing two targeted professional development training programs

Departmental Project: Wellness Education

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

Responsible: Information Technology/Services

Coordinating Department: HR

Departmental Summary

Department Property Management Department Number 0110

Department Summary of Purpose and Goals

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

Key Performance Indicators

	<i>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
Increase T&P Station Rental Revenue	206,000	\$245,000
Increase ITC Rental Revenue	400,000	\$405,000
Maintain off peak rental days for the station ❖ Thursday, Friday, Sunday's	3-4 days a month	4 times a month
Update Parking Management plan that will generate revenue (plan will be dependent on the Master Plan completed in FY15).	N/A	09/30/15



The T 2015 Business Plan Property Management

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

Organizational Goal # 1 **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**

- **10% decrease in customer complaints**

Departmental Project: **Continue to provide a customer friendly, safe, and clean environment for our customers and tenants.**

Measurement: No complaints

Responsible: Property Management

Coordinating Department: Building Maintenance, Security, and Customer Service

Organizational Goal # 2: **Complete three signed agreements with strategic partners by the end of FY15 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.**

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

Measurement: On-going

Responsible: Property Management

Coordinating Department: Building Maintenance, Security, and Customer Service

Departmental Summary

Department Risk Management Department Number 0145

Department Summary of Purpose and Goals

To provide the safest transportation possible for our customers and the citizens of our service area, and the safest work environment possible for our employees.

Key Performance Indicators

	<i>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
Keep liability claims cost below \$150,000	\$215,000	150K or less
Reduce preventable vehicle collisions by 20%	54	70 or less
Recover over 95% of subrogation claims pursued	99%	95% or greater
Reduce at fault passenger injuries by 20%	12	20 or less
Implement Safety Awareness Campaign	N/A	09/30/15



The T 2015 Business Plan Risk Management

To provide the safest transportation possible for our customers and the citizens of our service area, and the safest work environment possible for our employees.

- Organizational Goal # 1** **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**
- **10% decrease in customer complaints**

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 Awareness 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: Claims filed, Preventable accidents, and passenger injuries

Responsible: Risk Management

Coordinating Department: Operations, Maintenance, and Security

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

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: Safety Inspections

Responsible: Risk Management

Coordinating Department: Operations, Security, Planning

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

- Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce
- For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.
- Increase employee productivity and value by providing two targeted professional development training programs

Departmental Project: The Risk Management Department has a safety incentive program to coincide with the T Total Wellness Program. We have also implemented a monthly Safety Award program for employees who have gone above and beyond to demonstrate their commitment to the organizations safety culture. The programs purpose will be to promote safety and give incentives on a quarterly and monthly basis if the goals can be meet.

Measurement: Goal attainment for all employees

Responsible: Risk Management

Coordinating Department: Operations and Staff

Departmental Summary

Department Transit Security **Department Number** 0145

Department Summary of Purpose and Goals

Manages and supervises 30(+) part-time Transit Security Officers, including 16(+) 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>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
Overall reported incidents reduced by 5%, per 100,000 riders.	5.25	4.99
Reduce All passenger-type bus incidents by less than 10%, per 100,000 riders.	2.87	2.58
Meet Fiscal 2015 comprehensive security budget	\$852,180	\$852,180



The T 2015 Business Plan Security

Responsible for the overall security of facilities and transit services provided by the T, as well as for its transit customers.

Organizational Goal # 1 **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**

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

Measurement: Train/Certify contract security agency in performing fare checks, and administering citations on TRE, by March 1, 2015.

Responsible: Security Dept.

Coordinating Department: Accounting, IT, DART

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

Departmental Project: **Develop computer-based scheduling system for Transit Security Officers, to promote efficient TSO schedule sign-ups, and increase system-wide police coverage by adding TSO's on bus routes.**

Measurement: Program developed and implemented by December 2015

Responsible: Security Dept.

Coordinating Department: IT

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

- **Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that**

participate in the bio screening to 70% of the workforce

- For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.
- Increase employee productivity and value by providing two targeted professional development training programs

Departmental Project: Establish First Aid/CPR training for contract security personnel.

Measurement: Complete staff certifications by July 1, 2015

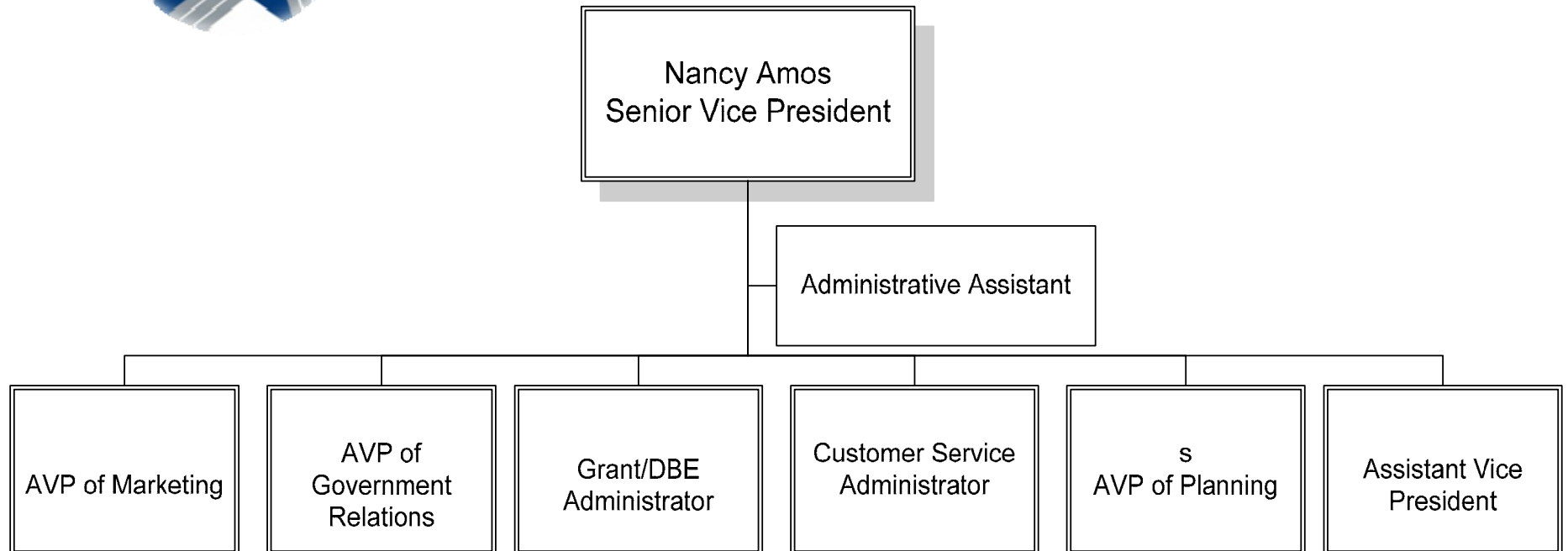
Responsible: Security Dept.

Coordinating Department: HR (Fitness Coordinator)

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Senior Vice President



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Departmental Summary

Department Grants Administrator Department Number 0110

Department Summary of Purpose and Goals

To administer The T's grants, maintain compliance with all grantor agencies' requirements and to actively seek new and innovative funding sources for The T and to be recognized as an industry leader in Grants Management Best Practices.

Key Performance Indicators

	<i>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
Submit all required reports accurately and on time.	75%	100%
Strategically identify and pursue non-traditional funding sources.	2	2
Close-out grants within 60 days of final expenditures.	NA	100%
Ensure the effective and efficient transition to the new FTA grants management and information system scheduled for implementation in FY 2015 by participating in applicable FTA training classes.	NA	100%



The T 2015 Business Plan Grants

To administer The T's grants, maintain compliance with all grantor agencies' requirements and to actively seek new and innovative funding sources for The T. .

Organizational Goal # 1 **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**

- **10% decrease in customer complaints**

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

Measurement: Public recognition and/or press.

Responsible: Grants Administrator

Coordinating Department: Procurement, Project Management, Marketing

Organizational Goal # 2: **Complete three signed agreements with strategic partners by the end of FY15 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.**

Departmental Project: **Ensure that new strategic partners are educated regarding grants, grants administration and grant opportunities.**

Measurement: A formal orientation meeting with each new strategic partner.

Responsible: Grants Administrator

Coordinating Department: Senior Vice President and other appropriate executive management

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

Departmental Project: Pursue grant funding opportunities to help support system-wide ridership increases.

Measurement: Identify and submit for two non-traditional grant funding opportunities.

Responsible: Grant Administrator

Coordinating Department: Applicable stakeholder departments relevant to a specific grant application

Organizational Goal # 4: Expand the customers' trip planning options and experience by September 30, 2015 using the following appropriate technology-based planning tools:

- Real-time arrival information for the entire fleet
- Real-time TRE Passenger Information System
- MITS Online Scheduling System
- Interactive Voice Response (IVR) for Customer Service

Departmental Project: Pursue grant funding opportunities to help support system-wide ridership increases.

Measurement: Identify and submit for two non-traditional grant funding opportunities.

Responsible: Grant Administrator

Coordinating Department: IT, Procurement

Organizational Goal # 5: Advance the TEX Rail effort:

- Complete the TEX Rail Design by December 31, 2015
- Finalize the TEX Rail Construction Contract by September 30, 2015
- Finalize the TEX Rail vehicle contract by December 31, 2014

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

Measurement: Awarded grants.

Responsible: Project Management, Procurement, TEX Rail Team.

Coordinating Department: N/A

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

- Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce
- For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.
- Increase employee productivity and value by providing two targeted professional development training programs

Departmental Project: Participate in Wellness Best Practices encouraged through The T's Wellness Program and attend two targeted professional development training programs.

Measurement: Wellness participation and attending two professional development training programs.

Responsible: Grants Administrator

Coordinating Department: None

Departmental Summary

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

Department Summary of Purpose and Goals

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

Key Performance Indicators

	<i>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
All DBE Program submittals, goals and reports turned in n time to FTA.	75%	100%
Attain FY 2014 – 2016 DBE Goal of 25% in FY 2015.	25%	25%
Attend any training on new FTA DBE requirements to ensure The T is current on all FTA requirements.	0	1
Develop a DBE Program outreach plan.	NA	1



The T 2015 Business Plan DBE

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

Organizational Goal # 1 **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**

- **10% decrease in customer complaints**

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

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

Responsible: DBE Administrator

Coordinating Department: Community Outreach Liaison, Procurement, Project Management, TEX Rail Team and other relevant stakeholder departments

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

- **Complete the TEX Rail Design by December 31, 2015**
- **Finalize the TEX Rail Construction Contract by September 30, 2015**
- **Finalize the TEX Rail vehicle contract by December 31, 2014**

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

Measurement: Achieve the previously set DBE participation goals in all of the TEX Rail efforts.

Responsible: DBE Administrator

Coordinating Department: Project Management, Procurement and TEX Rail Team

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

- Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce
- For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.
- Increase employee productivity and value by providing two targeted professional development training programs

Departmental Project: Participate in Wellness Best Practices encouraged through The T's Wellness Program and attend two targeted professional development training programs

Measurement: Wellness participation and attending two professional development training programs.

Responsible: DBE Administrator

Coordinating Department: None

Departmental Summary

Department Governmental Relations **Department Number** 0110

Department Summary of Purpose and Goals

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

Key Performance Indicators

	<i>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
Coordinate efforts with elected officials to seek funding for the TEX Rail project	Ongoing	Ongoing
Work on securing the extension of the alternative fuel gas tax credit in Washington D.C.	Ongoing	Ongoing
Work with the area elected officials to improve working relationships	Ongoing	Ongoing



The T 2015 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 FY15 by enhancing The T's service as measured by:**

- **10% decrease in customer complaints**

Departmental Project: **Fort Worth City Council**

Measurement: Resolve any constituent issues within 7 days of receiving notice from Council office.

Responsible: AVP Governmental Relations

Coordinating Department: To be determined case by case

Organizational Goal # 2: **Complete three signed agreements with strategic partners by the end of FY15 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.**

Departmental Project: **Business and Community Support for TEX Rail Project**

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

Responsible: AVP Governmental Relations and Commuter Rail Committee Chair

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

- **Complete the TEX Rail Design by December 31, 2015**
- **Finalize the TEX Rail Construction Contract by September 30, 2015**
- **Finalize the TEX Rail vehicle contract by December 31, 2014**

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

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

Responsible: AVP Governmental Relations

Coordinating Department: TEX Rail Project Management, Planning and Administration

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

- Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce
- For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.
- Increase employee productivity and value by providing two targeted professional development training programs

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

Measurement: Administrative staff participation

Responsible: Administration Department

Coordinating Department: Human Resources

Departmental Project: **Identify two professional development and training programs.**

Measurement: Completion of two professional development training programs

Responsible: Administration Department

Coordinating Department: Human Resources

Departmental Summary

Department Customer Service **Department Number** 0120

Department Summary of Purpose and Goals

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

Key Performance Indicators

	<i>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
Percentages of ACD abandoned calls per month	3%	No more than 3%
Customer service representatives ride routes to remain familiar with the bus service	5 routes per rep annually	5 routes per rep annually
Continued customer service training for professionalism and attitude		All CSRs
Information sharing meetings with other departments	Monthly	Monthly



The T 2015 Business Plan Customer Service

The Customer Service Department will maintain a positive attitude and professional demeanor while ensuring that accurate and timely information is distributed to our customers, both internal and external.

Organizational Goal # 1 **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**

- **10% decrease in customer complaints**

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

Measurement: Decrease customer service representative complaints by 10% over 2014

Responsible: Customer Service

Coordinating Department: N/A

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

Departmental Project: Customer Service staff can answer all questions pertaining to the operations and schedules of new services.

Measurement: On-going

Responsible: CS Administrator

Coordinating Department: Planning, Operations

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

- **Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce**
- **For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.**

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

Departmental Project: Continue with modified CS Wellness program, walking club and biking club.

Measurement: 100% participation

Responsible: CS Administrator

Coordinating Department: HR

Departmental Summary

Department Vanpool **Department Number** 9080

Department Summary of Purpose and Goals

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

Key Performance Indicators

	<i>FY14 YTD 09/30/14</i>	<i>FY15 Budget</i>
Total vanpools	177	216
Total vanpool capacity	67%	80%



The T 2015 Business Plan Vanpool

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

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

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

Measurement: Eighty percent capacity

Responsible: Vanpool Department

Coordinating Department: Marketing

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

Measurement: Add ten new Alliance area vanpool groups

Responsible: Vanpool Department

Coordinating Department: Marketing

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

Measurement: Vanpool and carpool groups use the new park and ride lot and ridership on Route 63 North Park and Ride increases

Responsible: Vanpool Department

Coordinating Department: Marketing

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

Measurement: 5% increase in ridership

Responsible: Vanpool Department

Coordinating Department: Marketing and Administration

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

- Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce
- For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.
- Increase employee productivity and value by providing two targeted professional development training programs

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

Measurement: Vanpool staff participation

Responsible: Vanpool Department

Coordinating Department: Human Resources

Departmental Project: Identify training opportunities to enhance job performance.

Measurement: Completion of professional development training program

Responsible: Vanpool Department

Coordinating Department: Human Resources and IT



The T 2015 Business Plan Marketing Department

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

Organizational Goal # 1 **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**

- **10% decrease on customer complaints**

Departmental Project: **T Rodeo Customer Service Challenge**

Measurement: # Local participants at bus rodeo

Responsible: Communications Manager

Coordinating Department: Marketing

Organizational Goal # 3: **Increase system wide ridership 5% while improving service productivity by increasing the number of passengers per revenue hour by September 30, 2015.**

Departmental Project: **Continue TRE Re-Train Your Brain campaign**

Measurement: Ridership

Responsible: Marketing

Coordinating Department: Operations

Organizational Goal # 4: **Expand the customers' trip planning options and experience by September 30, 2015 using the following appropriate technology-based planning tools:**

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

Departmental Project: **Launch Next Molly service**

Measurement: Ridership, publicity

Responsible: Marketing

Coordinating Department: Accounting

Organizational Goal # 5: Advance the TEX Rail effort:

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

Departmental Project: Launch TexRail video on T's YouTube Channel & Facebook

Measurement: # of views

Responsible: Marketing

Coordinating Department: Commuter Rail Committee

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

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

Departmental Project: Encourage staff to participate in wellness program

Measurement: Number of staff would complete bio screen

Responsible: Marketing AVP

Coordinating Department: HR

Departmental Summary

Department

Planning

Department Number

0160

Department Summary of Purpose and Goals

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

Key Performance Indicators

	FY14 YTD 09/30/14	FY15 Budget
Led the development of a Transit Master Plan, consisting of a short and long-range plan of action for the development of The T's future capital projects, service expansion and financial commitments.	Release RFP in Sept 2014	Notice to proceed by Nov 1 st , Complete plan within 12 months
Develop bus service proposals for quarterly service changes matching budget expectations.	Sept. 2015	Jan. 2015 May 2015 Sept. 2015
Improve customer waiting experience and comfort by expanding the number of passenger shelters and accessibility at stops through identification of sites meeting criteria warrants.		Add 10 new shelters by end of FY15
Increase ridership 5% by efficiently monitoring existing bus service to improve customer experience through means such as the elimination of combination routes, and introducing service to new areas and new key businesses that meet the T's Key Performance Indicators	On-going	5% increase by Sept 30, 2015
Led the exploration of Automated Vehicle Location (AVL) technology for use in tracking bus fleet. AVL would assist in tracking and improving on-time performance of bus service and to assist in development of real-time bus arrival info, annunciation and automatic passenger counting system.		Complete analysis by March 2015
Assist as needed in the effort to complete TEX Rail project	On-going	On-going

Continue organization of Route Monitoring Committee (RMC) and Meet The Staff sessions to gather operator input on proposed service modifications.	On-going	Hold RMC's monthly, Hold M-t-S quarterly
Encourage planning staff attendance in wellness activities; area planning conferences and workshops; and GIS and business writing workshops for personal and professional development.	On-going	On-going



The T 2015 Business Plan Planning Department

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

Organizational Goal # 1 **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**

- **10% decrease in customer complaints**

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

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

Responsible: Planning

Coordinating Department: Scheduling, Bus Operations

Departmental Project 2: **Improve customer waiting experience and comfort by expanding the number of passenger shelters and accessibility at stops through identification of sites meeting criteria warrants.**

Measurement: Add 10 new shelters by end of FY15

Responsible: Planning

Coordinating Department: Maintenance

Organizational Goal # 2: **Complete three signed agreements with strategic partners by the end of FY15 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.**

Departmental Project: **Led the development of a Transit Master Plan, consisting of a short and long-range plan of action for the development of The**

T's future capital projects, service expansion and financial commitments.

Measurement: Notice to proceed by Nov 1st, complete plan within 12 months

Responsible: Planning

Coordinating Department: Marketing, administration

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

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

Measurement: Service changes in January 2015, May 2015 & September 2015 that result in 5% increase in ridership

Responsible: Planning

Coordinating Department: Scheduling, Bus Operations, Marketing

Organizational Goal # 4: Expand the customers' trip planning options and experience by September 30, 2015 using the following appropriate technology-based planning tools:

- **Real-time arrival information for the entire fleet**
- **Real-time TRE Passenger Information System**
- **MITS Online Scheduling System**
- **Interactive Voice Response (IVR) for Customer Service**

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

Measurement: Complete analysis by March 2015.

Responsible: I.T.

Coordinating Department: Planning Dept.

Organizational Goal # 5: Advance the TEX Rail effort:

- **Complete the TEX Rail Design by December 31, 2015**

- **Finalize the TEX Rail Construction Contract by September 30, 2015**
- **Finalize the TEX Rail vehicle contract by December 31, 2014**

Departmental Project: Assist as needed in the effort to complete TEX Rail project

Measurement: On-going support

Responsible: Project management

Coordinating Department: Planning

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

- Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce
- For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.
- Increase employee productivity and value by providing two targeted professional development training programs

Departmental Project: Encourage planning staff attendance in wellness activities; area planning conferences and workshops; and GIS and business writing workshops for personal and professional development.

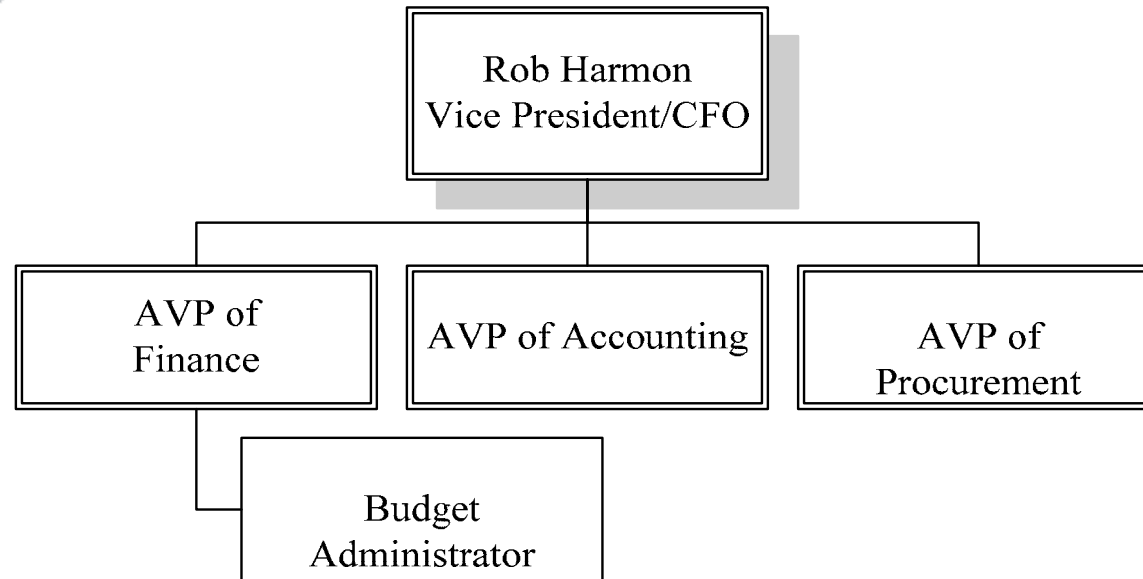
Measurement: All planning staff are use fitness center and wellness programs. Planning staff show documented evidence of attendance in planning workshops.

Responsible: Planning Dept.

Coordinating Department: HR



Finance



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The T 2015 Business Plan Finance

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

Organizational Goal # 1 **Improve the image of public transit by the end of FY15 by enhancing The T's service as measured by:**

- **10% decrease in customer complaints**

Departmental Project: **Provide support for the Operating Departments**

Measurement: Provide timely procurements, financial data and capital project set-ups along with positive support for all initiatives.

Responsible: CFO, Finance, Accounting and Procurements

Coordinating Department: All Departments

Organizational Goal # 2: **Complete three signed agreements with strategic partners by the end of FY15 by developing and communicating a comprehensive plan for bringing new contributing partners to The T.**

Departmental Project: **Help develop new partner cities for The T**

Measurement: **Continued Work on new Partnership Policy**

Responsible: Senior Staff

Coordinating Department: N/A

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

Departmental Project: **Provide support for the Operating Departments**

Measurement: Provide timely procurements, financial data and capital project set-ups along with positive support for all initiatives.

Responsible: CFO, Accounting and Procurements

Coordinating Department: All Departments

Organizational Goal # 4: Expand the customers' trip planning options and experience by September 30, 2015 using the following appropriate technology-based planning tools:

- Real-time arrival information for the entire fleet
- Real-time TRE Passenger Information System
- MITS Online Scheduling System
- Interactive Voice Response (IVR) for Customer Service

Departmental Project: Provide support for all the projects

Measurement: Provide timely procurements and project setups

Responsible: CFO, Procurement, and Accounting

Coordinating Department: All Departments

Organizational Goal # 5: Advance the TEX Rail effort:

- Complete the TEX Rail Design by December 31, 2015
- Finalize the TEX Rail Construction Contract by September 30, 2015
- Finalize the TEX Rail vehicle contract by December 31, 2014

Departmental Project: Continue to manage the risk to the TEX Rail project

Measurement: Keep the negotiated contract for TEX Rail design build and construction costs in line with the TEX Rail financial plan

Responsible: Rob Harmon, TEX Rail team

Coordinating Department: Senior Staff

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

- Use the T Total Wellness Program to reduce the T's healthcare cost and enhance employee awareness of healthcare issues by increasing employees that participate in the bio screening to 70% of the workforce
- For those employees that were screened, increase participation in the T's wellness incentive program to 50% of those screened.
- Increase employee productivity and value by providing two targeted professional development training programs

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

Measurement: Assisting employees with scheduling to obtain 90% participation in bio screens and the quarterly wellness incentive programs.

Responsible: Finance, Accounting and Procurement

Coordinating Department: Human Resources

Departmental Project: Identify training opportunities for staff

Measurement: Completing on-line, seminar or class room training

Responsible: Finance, Accounting and Procurement

Coordinating Department:



FORT WORTH TRANSPORTATION AUTHORITY (THE T) Fiscal Year 2015

Budget Introduction

The adopted fiscal 2015 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 2015 budget total \$66.5 million. This amount represents a 5.9% increase over fiscal 2014 actual operating expenses. Salaries and fringe benefits and service type expenses increased approximately \$1.4 and \$1.7 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 2014 actual levels due primarily to a 4.6% projected increase in sales tax revenue. The DFW area continued to experience economic recovery during fiscal 2014. Sales tax revenue is generally based on a number of local economic and demographic trends, including employment, inflation, and population growth. We have seen improvement in all of these areas during fiscal 2014.

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 costs and greater service demands. The fiscal 2015 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 2015 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
- 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 2015 budget meets these standards:

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

overall expenses for the organization as a whole to ensure that budgetary parameters are not exceeded.

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

Guide for Development of the Operating Budget

The following table is a timeline of the development of the fiscal 2015 Operating and Capital Budget:

Budget Calendar

April 21	FY15 Budget Kick-off The focus of this will be to communicate this year’s budget message and address any questions that may arise. The Budget Instruction Manual will be distributed and the FY15 Tracking Sheets and templates emailed by April 21.
TBD	FY15 Board Retreat
TBD	FY15 Management Retreat The focus will be to work on goals for FY15 and incorporate them into business plans, and team building.
April 21 – May 1	Departments Compose Proposed Budgets The Budget Analyst, will meet with each department head to provide assistance (as needed) in developing his/her operating and capital budgets.
May 2	Departmental Operational Budgets due All departments submit FY14 re-estimates and requests for FY15, including improvement or/reduction proposals.
May 9	Capital Budget Proposals due Departments submit requests for Capital Budget proposals both new and any project started in FY14 that won’t be finished until FY15.
May 16 – May 30	Departmental Meetings Meetings will be held with departments as needed.
TBD	Business Plans due to the Budget Administrator
July 8	FY15 Budget & Capital Workshop
July 21	FY15 Preliminary Budget adopted by Board of Directors
July 25	The preliminary adopted budget will be sent to the cities of Fort Worth, Blue Mound, Richland Hills and Grapevine for review.
September 22	Adoption of the FY15 Budget at the Board of Director’s meeting.
September 29	The adopted budget will be sent to the cities of Fort Worth, Blue Mound, Richland Hills and Grapevine.

There are several short-term operational and financial policies of The T that guided the development of the fiscal 2015 operating budget. These include:

- Key goals of the organization will be implemented. This includes increasing system wide ridership by 5%, while improving service productivity by increasing the number of passenger carried per revenue hour. Also, expanding the customers trip planning options and experience by using the appropriate technology-based planning tool and achieving 2015 milestones for the TEX Rail project.
- A one million dollar self-insurance reserve continues to be maintained.
- Transit fares, valid for region-wide travel, will match fares charged by DART and DCTA in order to promote a seamless fare structure between the three authorities.

Fiscal 2015 Budget Challenges

Some of the major issues that impacted the formulation of the FY15 Budget are:

- Salaries and benefits will increase \$1.4 million or 4.3% for fiscal 2015. The largest contributor to this increase is added or filled positions and wage increases for bargaining unit and staff, which averaged 2.5%;
- Service type expenses that include purchased transportation, which is the cost of contractor provided trips, will increase \$1.7 million or 8.4% because of the increase in projected trips and fuel rate; and
- Uncertainty surrounding federal funding.

Operating Expenses

Salaries and fringe benefits are The T's largest expense category. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A new three-year contract was effective October 1, 2013. The agreement calls for a two and a half percent wage increase in fiscal 2015.

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 13.2% in the fiscal 2015 budget from the fiscal 2014 actual amount. This increase is primarily due to the anticipated increase in trips combined with an anticipated increase in fuel rates.

Capital Expenditures

Capital expenditures are used to acquire or upgrade physical assets such as property, buildings or equipment. This type of outlay is made to maintain or increase the scope of 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 2015 is \$947.4 million. It includes several large multi-year projects. The projected capital expenditures for fiscal 2015 are \$131.5 million and The T's share, from local funds, is expected to be \$59.0 million. The remainder will come from federal grants.

There are several large non-routine capital expenditures for fiscal 2015:

- The ***TEX Rail*** is the largest capital project in the history of The T. The current project budget is over \$885.6 million, in year of expenditure dollars. The project will be financed by a combination of Federal and local funding sources. Currently this project is scheduled to be completed in 2018.
- ***Positive Train Control***, which is technology designed to stop or slow a train before an accident occurs. This project is an unfunded mandate imposed by Congress on all commuter rail operators. We are anticipating PTC expenditures of \$8 million in fiscal 2015.
- ***Fiscal 2015 Vehicle Purchase***, which is a multi-year project for \$19 million dollars, \$9 million in 2015 and \$10 million in fiscal 2016.

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 "Board Action" 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 2013, budget and forecast information for fiscal 2014 and budget for fiscal 2015. The “% diff” column represents the percent difference between the fiscal 2015 budget and the fiscal 2014 forecast results.

Operating Budget Summary

(Amounts in Thousands)

	FY 2013	FY 2014			FY 2015	
	Actual	Budget	Forecasted	% Diff	Budget	% Diff *
Operating Revenues						
Fixed Route	\$ 3,893	\$ 3,934	\$ 3,786	0.0%	\$ 3,811	0.7%
Para-transit	1,030	974	1,047	7.5%	1,052	0.5%
TRE	2,257	2,364	2,512	6.3%	2,563	2.0%
E-Pass Net	316	305	305	0.0%	310	1.6%
Other Operating	318	350	350	0.0%	358	2.3%
Total Operating Revenue	7,814	7,927	8,000	0.9%	8,094	1.2%
Other Revenues						
Sales Tax	58,645	61,220	61,914	1.1%	64,762	4.6%
Investment	359	350	365	4.3%	200	-45.2%
Advertising	332	350	360	2.9%	360	0.0%
Operating Grants	11,234	11,515	13,802	19.9%	13,175	-4.5%
Capital Grant Reimbursement	11,672	39,201	12,500	-68.1%	58,999	372.0%
Contributions from Grapevine	8,209	8,711	8,708	0.0%	9,091	4.4%
Contributions from Partners	1,114	900	900	N/A	910	1.1%
Miscellaneous	1,735	1,725	1,725	0.0%	375	-78.3%
Rental Income	614	600	600	0.0%	600	0.0%
Total Other Revenue	93,914	124,572	100,874	-19.0%	148,472	47.2%
Total Revenue	101,728	132,499	108,874	-17.8%	156,566	43.8%
Operating Expenses						
Salary and Benefits	31,342	33,121	33,543	1.3%	34,818	3.8%
Services	18,536	22,356	21,696	-3.0%	22,250	2.6%
Fuels and Lubricants	3,024	3,157	2,986	-5.4%	3,215	7.7%
Tires and Tubes	401	384	384	0.0%	399	3.9%
Maintenance Materials	3,215	2,838	3,410	20.2%	3,188	-6.5%
Supplies and Materials	287	301	305	1.3%	340	11.5%
Utilities	787	987	902	-8.6%	888	-1.6%
Insurance	144	389	390	0.3%	390	0.0%
Taxes and Fees	90	111	111	0.0%	111	0.0%
Miscellaneous	833	841	750	-10.8%	918	22.4%
Total Operating Expenses	58,659	64,485	64,477	0.0%	66,517	3.2%
Street Improvement Fees	143	172	172	0.0%	146	-15.1%
Other non-operating expense	863	2,465	1,983	-19.6%	1,491	-24.8%
Net Available for Capital	\$ 42,063	\$ 65,377	\$ 42,242	\$ 0	\$ 88,412	109.3%

* Note: This is the difference between the fiscal 2015 budget and the forecasted fiscal 2014 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 2015 budget with comparisons to fiscal 2014 budget and forecast and fiscal 2013 actual results.

(amounts in thousands)

Department Name	Fiscal Years			
	Budget		Forecast	Actual
	2015	2014	2014	2013
Operations Administration	1,966	1,815	1,852	1,720
Revenue Vehicle Operations	14,868	13,917	14,278	13,765
Maintenance Administration	917	839	894	715
Vehicle Maintenance	8,649	7,913	8,439	7,744
Facilities Maintenance	3,198	3,160	3,096	2,925
Marketing	1,429	1,419	1,419	1,385
Planning & Scheduling	543	522	501	377
Customer Relations	891	857	880	834
Human Resources	1,287	1,293	1,318	1,292
Risk Management	1,727	1,699	1,810	1,353
Accounting	1,122	1,091	1,102	1,022
Purchasing	412	399	398	354
Information Systems	1,557	1,448	1,482	1,361
MITS Administration	1,631	1,593	1,599	1,448
MITS Vehicle Operations	6,983	6,707	6,476	6,157
MITS Maintenance	1,269	1,277	1,590	1,521
Administration	2,834	2,717	2,614	2,347
DBE	0	46	46	37
TRE	11,162	11,813	10,989	8,769
Chief Financial Officer	740	547	557	523
Project Management	333	277	264	300
	63,520	61,348	61,603	55,950
<u>GRANT FUNDED</u>				
Vanpool	1,877	1,999	1,809	1,815
RTDM	0	0	0	0
JARC	210	228	153	103
TCTS	160	160	160	162
NETS	750	750	750	628
	2,996	3,137	2,873	2,708
	\$66,516	\$64,485	\$64,475	\$58,659

Service Revenues

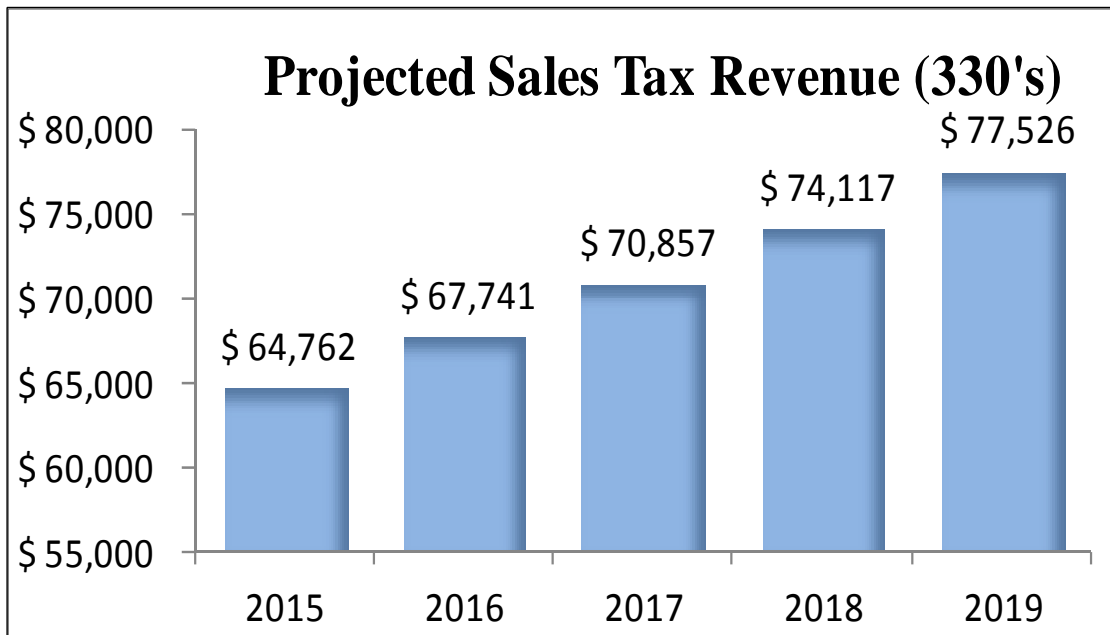
The T receives service revenues from various sources. The significant service revenue sources are as follows:

- 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, ticket vending machines and mobile GoPass purchases; and
- E-Pass revenues are monies collected from businesses that purchase annual passes for their employees.

Other Operating Revenues

Sales tax and operating grant revenues are The T's main sources of revenue and represent approximately 73.2% and 14.9%, respectively, of The T's total operating revenue budget. Operating revenue is total revenue less capital grant reimbursement revenue and contributions from Grapevine. The fiscal 2015 budget also includes operating revenue from advertising, rental fees, investment earnings and miscellaneous sources. The fiscal 2015 sales tax was budgeted to increase 4.6% from the fiscal 2014 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 2019:

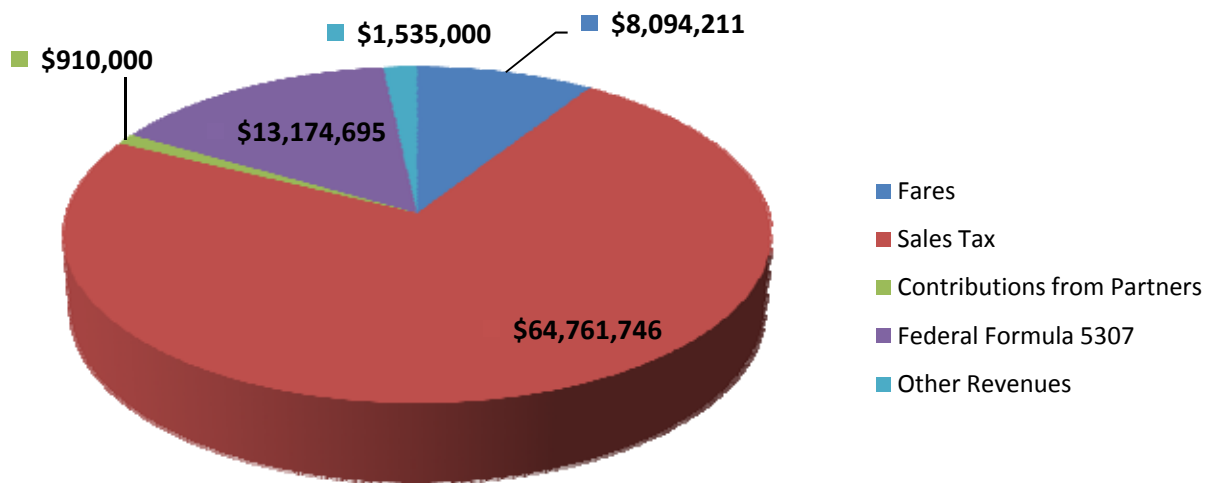


Fiscal 2015 capital grant reimbursement revenues are budgeted to increase approximately \$47.1 million from 2014 based on a higher level of grant reimbursable capital expenditures.

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 \$13.0 million will be used for preventive maintenance costs and paratransit operations in fiscal 2015.

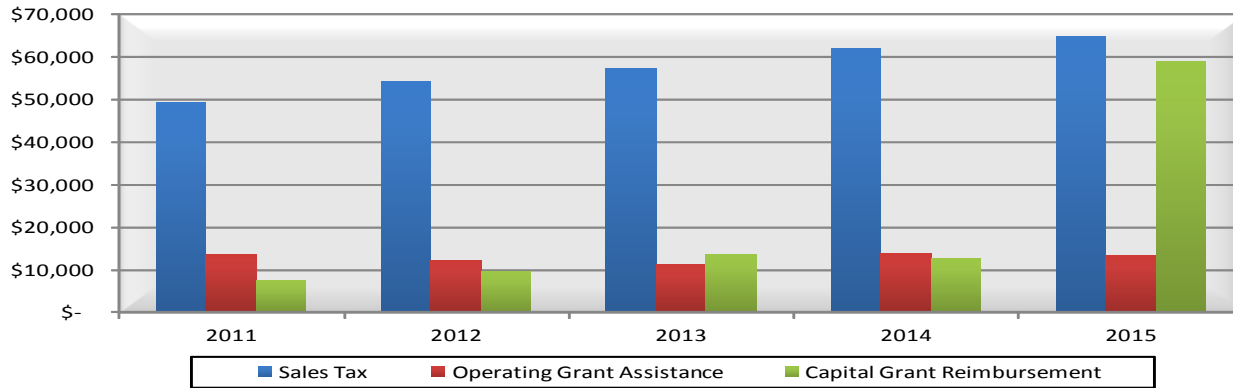
The following chart provides a visual breakdown of the operating revenue budget for fiscal 2015.

FY2015 Budgeted Operating Revenue



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

Major Revenue Sources



Revenue Type	Fiscal 2011	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015
Sales Tax Revenue	\$ 49,224	\$ 54,173	\$ 57,217	\$ 61,873	\$ 64,762
Operating Grant Assistance	13,611	12,070	11,330	13,024	13,175
Capital Grant Reimbursement	7,504	9,586	13,497	11,918	58,999

Debt Administration

As of September 30, 2011, The T had the ability to incur certain types of debt with the approval of the voters within its service area and it had the ability to issue other types of debt without voter approval. There has been no vote to approve any debt; however, during fiscal 2010, The T entered into a capital lease arrangement with All American Investment and Bank of America to finance the cost of energy efficient lighting and air conditioning systems. The T is required to make quarterly payments, which began in March 2011 and will continue until December 31, 2020. The debt is secured by the related assets purchased. In 2012 The T refinanced the lease with All American Investment allowing us to decrease the interest rate from 4.24% to 2.55%. At September 30, 2014, the outstanding balance of this debt was approximately \$1.8 million.

With the current financial structure of the TEX Rail project, long term debt financing is not necessary. Assuming that New Starts FFGA payments will begin in FY2016, there is a cash flow deficit for project CAPEX from FY2016 through FY2019. This cash flow deficit will be met by short-term borrowing with rapid repayment. With the current project schedule, the maximum projected amount of the short term debt is reached in quarter 4 of 2017 in an amount of \$147.9 million. Repayments on the loan commence in fiscal 2018 with full liquidation of the debt in fiscal 2020. The projected net proceeds of the short-term borrowing are \$145.5 million. The total payments on the short-term borrowing are estimated at \$154.8 million, which includes interest of \$9.2 million. For the baseline financial structure, interest on the short-term debt has been assumed at 5% (APR) of the outstand amount borrowed accrued and capitalized quarterly. In addition, there is an estimated \$1.7 million in costs related to the issuance of the debt. Currently, The T has never issued any debt, except a \$2.5 million 10 year capital lease that financed new energy efficient air-conditioning and lighting systems. This short-term debt will be secured by lawfully available funds of The T.

Cash Management and Investments

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

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

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

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

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

Five-Year Financial Forecast

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

(amounts in thousands)	Actual FY2014	Adopted Budget FY2015	Projected			
			FY2016	FY2017	FY2018	FY2019
Total Operating Revenues	\$ 88,125	\$ 88,476	\$ 92,130	\$ 95,440	\$ 100,920	\$ 111,109
Total Operating Expenses	65,789	66,519	71,200	74,215	83,218	98,200
Net Operating Surplus	22,336	21,957	20,930	21,225	17,702	12,909
Contribution from rail project partners	8,747	9,091	9,509	9,946	10,404	10,883
Increase in fund balance before capex	31,083	31,048	30,439	31,171	28,106	23,792
Beginning Fund Balance	132,859	141,225	99,737	38,409	47,049	48,372
Funds Available for Capital Expenditures	163,942	172,273	130,176	69,580	75,155	72,164
Capital Expenditures, net	11,163	16,036	5,304	6,029	8,880	9,978
Capital Expenditures TEX Rail	14,842	98,900	260,300	296,132	95,203	500
TEX Rail Grant	3,288	42,400	157,500	164,500	120,000	100,000
TEX Rail Debt Proceeds	-	-	18,225	115,430	-	-
TEX Rail Debt Service	-	-	1,888	300	42,700	98,425
Ending Funds Available	\$ 141,225	\$ 99,737	\$ 38,409	\$ 47,049	\$ 48,372	\$ 63,261

The following table represents the summary of budgeted employees by department for fiscal 2015 compared to actual year end employee counts for fiscal years 2014 and 2013. The employee counts represent full time equivalents.

Summary of Employees by Department (in FTEs)

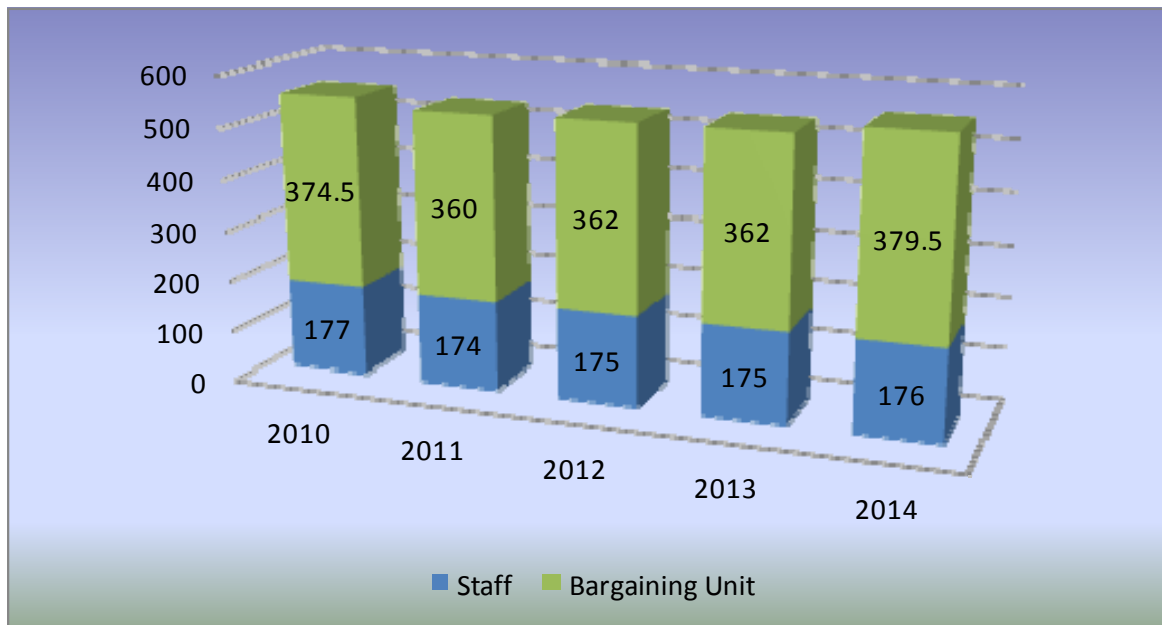
Fiscal Years	Actual 2013	Actual 2014	Budget 2015
Administration Departments:			
<u>Administration:</u>			
Executive Administration	12.0	12.0	13.0
Project Management	3.0	2.0	2.0
<u>Customer Relations</u>	18.5	17.0	17.0
<u>Finance:</u>			
Accounting	12.5	13.0	13.0
Procurement and Contract Admin	4.0	5.0	5.0
Chief Financial Officer	2.0	3.0	3.0
<u>Human Resources:</u>			
Human Resources	6.5	7.5	7.5
Risk Management	12.5	12.5	12.5
<u>Information Systems</u>	9.0	7.0	7.0
<u>Maintenance:</u>			
Maintenance Administration	11.0	12.0	12.0
Facilities Maintenance	28.0	30.0	30.0
<u>Marketing</u>	5.0	5.0	5.0
<u>MTS Administration</u>	20.0	20.0	20.0
<u>Operations Administration</u>	18.5	19.5	21.5
<u>Planning</u>	4.5	4.5	4.5
<u>Trinity Railway Express</u>	3.0	2.0	2.0
Total Administration	170.0	172.0	175.0
Operating Departments:			
<u>MTS:</u>			
MTS Operations	54.0	60.0	60.0
MTS Maintenance Vehicle	12.0	12.0	12.0
<u>Fixed Route Operations:</u>			
Bus Operations	208.0	219.5	219.5
Maintenance Vehicle	88.0	88.0	88.0
Total Operating	362.0	379.5	379.5
Total Administration and Operating			
Grant-funded Programs:			
<u>Vanpool</u>	3.0	4.0	4.0
<u>RTDM</u>	2.0	-	-
<u>Jobs Access</u>	-	-	-
<u>Tarrant County Transit Services</u>	-	-	-
<u>Northeast Transportation Service</u>	-	-	-
Total Grant Funded	5.0	4.0	4.0
Total	537.0	555.5	558.5

Discussion of Changes in the Summary of Employees by Department

The following is a summary of significant staffing changes in the fiscal year 2014 budget.

- **Executive Administration:** The increase from 2014 actual to fiscal 2015 budget is a result of adding 1.0 position.
- **Operations Administration:** The increase from 2014 actual to 2015 budget is a result of adding 2.0 positions.

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 2015 is \$947.4 million. The projected capital expenditures for fiscal 2015 are \$131.5 million and The T's share, from local funds, is expected to be \$59.0 million. Our federal capital grant reimbursement revenue is expected to be \$72.5 million.

The capital projects in the fiscal 2015 budget are summarized in the "Capital Budget" section. Capital investment for years beyond fiscal 2015 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 2015 will be less than budget.

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**FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2015
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

Total Budget	Grant Funding	Other Share	Local Share
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FY 2014 (Projects Carried Over):

Bus Maintenance

Vehicle Purchase - FY14	480	398	-	82
Service Vehicles Replacement (3)	100	80	-	20

Trinity Railway Express

Positive Train Control	16,376	6,250	-	10,126
TRE Sulphur Branch Bridge Replacement	2,000	1,044	-	956
TRE Grade Crossing (Appendix A)	1,400	1,120	-	280
TRE NextTrain Upgrade	415	-	-	415
TRE Stations Security Video Enhancement	400	-	-	400

Other

Bus Park & Ride / Transfer Centers (Appendix B)	16,383	-	-	16,383
ADA Accessible Bus Stops	933	746	-	187
Bike Share Expansion	582	416	-	166
Colleyville Quiet Zone	406	-	-	406
Multi-Year Transportation Enhancements (FY09-FY15)	401	321	-	80
MITS Contractor Vehicle Cameras	200	-	-	200
Multi-year Desktop Replacement (FY13-FY16)	96	-	-	96
Ellipse Upgrade	96	-	-	96
Molley the Trolley NextBus	52	-	-	52

Total FY14 Projects Carried Over to FY15	40,320	10,375	-	29,945
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**FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2015
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

	Total Budget	Grant Funding	Other Share	Local Share
<i>Page 1 Subtotal</i>	\$ 40,320	\$ 10,375	\$ -	\$ 29,945

FY 2015 "New" Capital Projects:

Bus Maintenance

Vehicle Purchase - FY15	9,080	7,537	-	1,544
Bus Wash	460	-	-	460
Capital Maintenance T Facilities - FY15	743	-	-	743
Capital Maintenance Parking Lots - FY15	200	-	-	200
Miscellaneous Equipment - FY15	135	-	-	135

Trinity Railway Express

TRE Double Tracking Between MP 623.5-625.1	3,500	2,800	-	700
TRE Capital Maintenance - FY15	3,480	-	-	3,480
TRE Trinity River Bridge Environmental Assessment &	800	-	-	800
TRE Station High Block Gates	175	116	-	59

Other

Fleet-wide Passenger Information System	2,351	421	-	1,929
Trapeze Service Enhancements - FY15	519	-	-	519
Additional Security Cameras HRP/Maintenance	60	-	-	60

Total "New" FY15 Projects	<u>21,503</u>	<u>10,874</u>	<u>-</u>	<u>10,629</u>
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Subtotal T Projects	<u>61,823</u>	<u>21,249</u>	<u>-</u>	<u>40,574</u>
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**FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2015
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

*			
Total Budget	Grant Funding	Other Share	Local Share
<i>Page 2 Subtotal</i>	61,823	21,249	- 40,574

TEX Rail

Guideway and Track	184,812	-	-	184,812
Stations	75,976	-	-	75,976
Yards and Shops	17,942	-	-	17,942
Site work and Special Conditions	133,516	-	-	133,516
Signals, Communications, Systems	53,128	-	-	53,128
Right-of-Way, Real Estate	112,646	-	-	112,646
Commuter Rail Vehicles	129,949	65,000	-	64,949
Subtotal	707,969	65,000	-	642,969

Professional Services

Project Development	10,092	8,074	-	2,018
Engineering	43,076	34,461	-	8,615
Project Mgt for Design & Construction	29,631	17,244	-	12,387
Construction Administration & Mgt	17,277	-	-	17,277
Professional Liability/Non-Const Ins.	3,892	-	-	3,892
Legal: permits, fees by other agencies	3,892	2,400	-	1,492
Surveys, Testing, Investigation, Inspection	3,892	2,400	-	1,492
Start-up (Incl Railroad Agreements)	3,892	-	-	3,892
Professional Services Subtotal	115,644	64,578	-	51,066
Contingency	61,973	-	-	61,973
TEX Rail Total	885,586	129,578	-	756,008
Grand Total - All Projects	\$947,409	\$150,827	\$ -	\$ 796,582

* The TEX Rail project budget is in 2014 dollars and may change as more information becomes available.

Project Title: Vehicle Purchase (5) – FY14

Description of Project:

This project is for the purchase of (5) medium duty low floor vehicles (cut-a-ways).

Schedule of project cost:		Source of funding:	
Total budget	\$ 480,000	Sales tax	\$ 82,000
Prior Year Actual Expenses	None	Federal	398,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 480,000		

Operating budget effect:

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

Project Title: Service Vehicle replacement (3)

Description of Project:

This project is for the replacement of 3 service vehicles. They had over 180,000 miles each and had reached their useful life. The vehicles were in for repairs so often that it is difficult for the maintenance department to keep their shelter cleaning schedule or parts delivery schedule.

Schedule of project cost:		Source of funding:	
Total budget	\$ 100,000	Sales tax	\$ 20,000
Prior Year Actual Expenses	None	Federal	80,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 100,000		

Operating budget effect:

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

Project Title: Positive Train Control

Description of Project:

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

Total budget	\$ 16,376,000	Sales tax	\$ 10,126,000
Prior Year Actual Expenses	529,902	Federal	6,250,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 8,026,000		

Operating budget effect:

Non- routine capital project federally mandated, local funds, there is no impact on the operating budget.

Project Title: TRE Sulphur Branch Bridge

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,999,759	Sales tax	\$ 955,790
Prior Year Actual Expenses	800,000	Federal	1,043,969
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 1,199,759		

Operating budget effect:

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

Project Title: TRE Grade Crossing

Description of Project:

This TRE project at Beach Street is needed because the train crosses Beach Street at grade and the existing doubled-track crossing is uneven and needs to be replaced. The Haltom Road crossing is necessary for safety reasons to minimize drive-around incidents. The City of Hurst is widening Precinct Line Road which will result in grade crossing replacement. Additional funds have been set aside for future repairs.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,400,000	Sales tax	\$ 280,000
Prior Year Actual Expenses	145,964	Federal	1,120,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 1,254,036		

Operating budget effect:

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

Project Title: TRE NextTrain Upgrade

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	\$ 415,000	Sales tax	\$ 415,000
Prior Year Actual Expenses	26,576	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 388,424		

Operating budget effect:

Non- routine capital project, local funds, annual maintenance contract for operating budget.

Project Title: TRE Station Security Video Enhancement

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 400,000	Sales tax	\$ 400,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	None		

Operating budget effect:

Routine capital, 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	\$ 16,383,118	Sales Tax	\$ 16,383,118
Prior Year Actual Expenses	4,978,809	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	None		

Operating budget effect:

Non- routine capital project, local funds, no impact on the operating budget to date.

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	\$ 932,554	Sales tax	\$ 186,511
Prior Year Actual Expenses	159,363	Federal	746,043
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 160,000		

Operating budget effect:

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

Project Title: Bike Share Expansion

Description of Project:

This project is for additional Bike Share infrastructure and technology.

Schedule of project cost:		Source of funding:	
Total budget	\$ 582,341	Sales tax	\$ 166,383
Prior Year Actual Expenses	268,864	Federal	415,958
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 313,477		

Operating budget effect:

Non-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	\$ 406,257	Sales tax	\$ 406,257
Prior Year Actual Expenses	150,000	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 256,257		

Operating budget effect:

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

Project Title: Multi-Year Transportation Enhancements (FY09-FY15)

Description of Project:

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

Total budget	\$ 401,302	Sales tax	\$ 80,260
Prior Year Actual Expenses	126,815	Federal	321,042
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 274,487		

Operating budget effect:

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

Project Title: MITS contractor Vehicle Cameras

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 200,000	Sales tax	\$ 200,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 200,000		

Operating budget effect:

Non-routine capital, local funds, annual maintenance costs will impact the operating budget.

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

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 96,000	Sales tax	\$ 96,000
Prior Year Actual Expenses	47,120	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 24,000		

Operating budget effect:

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

Project Title: Ellipse Upgrade

Description of Project:

This project is for the final payment for the last upgrade 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.

Total budget	\$	95,944	Sales tax	\$	95,944
Prior Year Actual Expenses		None	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2015	\$	95,944			

Operating budget effect:

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

Project Title: Molly the Trolley NextBus

Description of Project:

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

Schedule of project cost:			Source of funding:		
Total budget	\$	52,000	Sales tax	\$	52,000
Prior Year Actual Expenses		40,000	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2015	\$	12,000			

Operating budget effect:

Non-routine capital, local funds, annual maintenance costs will impact the operating budget.

Project Title: Vehicle Purchase – FY15

Description of Project:

This project is for the purchase of (4) 30' CNG buses, (8) 40' CNG buses, (4) 40' Surburan CNG buses and (8) CNG Paratransit low floors buses.

Schedule of project cost:		Source of funding:	
Total budget	\$ 9,080,285	Sales tax	\$ 1,543,648
Prior Year Actual Expenses	None	Federal	7,536,637
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 9,080,285		

Operating budget effect:

Routine capital, federal & local funds, operating budget savings from reduced parts and repairs.

Project Title: Bus Wash

Description of Project:

This project is for remodeling and upgrading the existing bus wash system.

Schedule of project cost:		Source of funding:	
Total budget	\$ 460,000	Sales tax	\$ 460,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 460,000		

Operating budget effect:

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

Project Title: Capital Maintenance – T Facilities FY15

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	\$ 742,500	Sales tax	\$ 742,500
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 742,500		

Operating budget effect:

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

Project Title: Capital Maintenance Parking Lots – FY15

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 2015	\$ 200,000		

Operating budget effect:

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

Project Title: Miscellaneous Equipment – FY15

Description of Project:

This project is for the purchase of miscellaneous equipment and /or repairs.

Schedule of project cost:		Source of funding:	
Total budget	\$ 135,000	Sales tax	\$ 135,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 135,000		

Operating budget effect:

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

Project Title: TRE Double Tracking Between MP 623.5-625.1

Description of Project:

This project is for 1.6 miles of TRE double track on the western side of the corridor. Eighty percent of the funding for this project will be from a CMAQ grant that is part of the mid-cities contribution for TRE service. This double track will increase capacity on the TRE corridor.

Schedule of project cost:		Source of funding:	
Total budget	\$ 3,500,000	Sales tax	\$ 700,000
Prior Year Actual Expenses	None	Federal	2,800,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 3,500,000		

Operating budget effect:

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

Project Title: TRE Capital Maintenance – FY15

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	\$ 3,479,546	Sales tax	\$ 3,479,546
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 3,479,546		

Operating budget effect:

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

Project Title: TRE Trinity River Bridge Environmental Assessment & PE

Description of Project:

This project is for an environmental study and preliminary design for a new TRE Trinity River Bridge. The T will apply for a Tiger Grant for the construction of this bridge but it needs to advance the project to as close to “shovel-ready” stage as possible.

Schedule of project cost:		Source of funding:	
Total budget	\$ 800,000	Sales tax	\$ 800,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 800,000		

Operating budget effect:

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

Project Title: TRE Station high Block Gates

Description of Project:

This project will new for the installation of new permanent self-closing gates at each TRE station high block areas. Currently there is only a chain and this poses a safety risk for our passengers.

Schedule of project cost:		Source of funding:	
Total budget	\$ 175,000	Sales tax	\$ 59,000
Prior Year Actual Expenses	None	Federal	116,000
		Other	None
Projected expenditures (What you except to spend this year):			
Fical 2015	\$ 175,000		

Operating budget effect:

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

Project Title: Fleet-wide Passenger information System

Description of Project:

This project is for the implementation of a fleet-wide passenger information system to provide real-time vehicle location information to customers as well as T personnel.

Schedule of project cost:		Source of funding:	
Total budget	\$ 2,350,631	Sales tax	\$ 421,344
Prior Year Actual Expenses	None	Federal	1,929,287
		Other	None
Projected expenditures (What you except to spend this year):			
Fical 2015	\$ 700,000		

Operating budget effect:

Non-routine capital, local funds, annual maintenance costs will impact the operating budget.

Project Title: Trapeze Service Enhancements – FY15

Description of Project:

This project is for the implementation of four additional software modules in the Trapeze system to improve customer service support and enhance MITS and Operations management of personnel.

Schedule of project cost:		Source of funding:	
Total budget	\$ 518,943	Sales tax	\$ 518,943
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 389,207		

Operating budget effect:

Routine capital, local funds, annual maintenance costs will impact the operating budget.

Project Title: Additional Security Cameras HRP/Maintenance

Description of Project:

This project is for the purchase and installation of additional new cameras and hardware to be added to our existing security video system.

Schedule of project cost:		Source of funding:	
Total budget	\$ 60,000	Sales tax	\$ 60,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2015	\$ 60,000		

Operating budget effect:

Routine capital, 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:

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

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

Fares Effective December 2, 2012

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

MITS Paratransit: \$3.25 one-way.

Explanation of Fare Types

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

To Purchase A Reduced Fare:

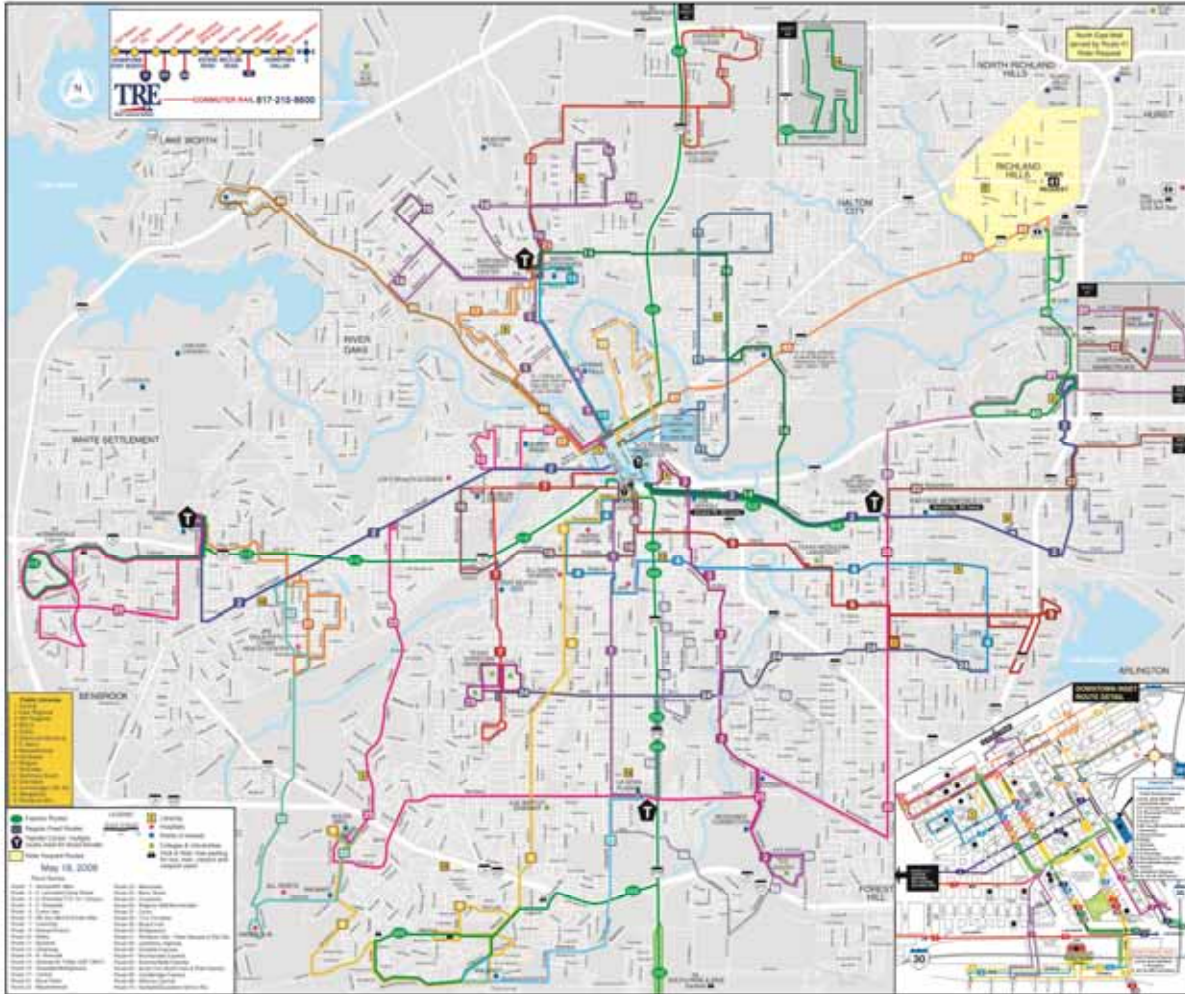
User must be ages 5 - 14 (traveling with parent or guardian), high school student with valid photo ID issued by the transit agency or school or age 65+ or disabled with a valid photo ID issued by the transit agency or Medicare card.

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

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

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Fort Worth Transportation Authority System Map and Rider Guide



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