



**BUSINESS PLAN  
ANNUAL BUDGET  
FY 2020**

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## FISCAL 2020 BOARD OF DIRECTORS



Jeff Davis  
Chairman



Tito Rodriguez  
Vice Chairman



Ray Taylor  
Secretary



Sylvia Alcala  
Member



Teresa Ayala  
Member



Stephen Baldwin  
Member



Dennis Dunkins  
Member



Charles Edmonds  
Member



Jon Michael Franks  
Member



Nicolo Genua  
Member



Alan Hooks  
Member

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January 2020

Board of Directors  
Trinity Metro

As President and Chief Executive Officer, it is an honor to present Trinity Metro's fiscal year 2020 Business Plan and Annual Budget. Fiscal 2019 was a great year to the Authority. We had many accomplishments that bring us closer to achieving the goals of our 20-year Master Plan. Our biggest accomplishment in fiscal 2019 was the launch of TEXRail commuter rail. After much hard work and effort from all of Trinity Metro's staff, we were able to start TEXRail revenue service on January 10, 2019. On July 28, 2019 TEXRail service increased to 30-minute headways during peak service hours opening the path for increased TEXRail ridership.

Another major accomplishment in fiscal 2019 was the launch of our new innovative "first mile/last mile" service know as Trinity Metro ZIPZONE in the Alliance Corridor and the Mercantile Area. Through public and private partnerships, Trinity Metro has provided a solution to many of our riders who do not have a way to get from their bus stop/station to their final destination via on-demand rideshare services.

These service expansions show our dedication to providing efficient and cost-effective service throughout all areas of Tarrant County. Trinity Metro has also partnered with the City of Fort Worth to implement the Transit Moves Fort Worth program. Through this program, Trinity Metro and the City will develop a comprehensive long-range plan to guide improvements through 2045.

We will continue to work on introducing service to other unserved or underserved areas. As our region continues to evolve, it is imperative that we evolve with it. I know that we will continue to see great growth as we move into fiscal 2020.

## **Business Plan**

The fiscal 2020 Business Plan was developed through a series of meetings which included planning sessions with our executive team under the direction of the Board of Directors. During those sessions, priorities were outlined which assisted us in the development of the fiscal 2020 goals. These goals provided the framework for the development of the fiscal 2020 budget. Department heads applied the goals to their areas and developed departmental business plans. The combination of the departmental business plans represents Trinity Metro's fiscal 2020 Business Plan, which drives the Annual Budget and formalizes Trinity Metro's vision for the year and beyond. This document outlines the fiscal year 2020 operating budget and planned capital expenditures, which will further enhance Trinity Metro's ability to provide efficient, reliable and cost-effective transportation services.

Trinity Metro's primary focus is on enhancing service and providing connectivity while simplifying service to provide ease of use. In order to achieve this goal, Trinity Metro has partnered with the City of Fort Worth and is planning a redesign of its bus route system. This redesign will provide fast, frequent, and reliable service. This will be achieved by providing longer hours of service and more weekend service while also focusing on providing a safe environment for transit passengers. We will improve connectivity by expanding to currently unserved or underserved areas with significant transit demand. Trinity Metro has seen tremendous success so far with its ZIPZONE services and plans on expanding these services in Fort Worth's Medical District and in the City of Crowley.

Trinity Metro's Business Plan also includes operational goals such as improving service productivity and reducing customer service complaints and concerns. 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. With the addition of our new on-site health clinic, Trinity Metro's employees and eligible dependents will have convenient access to comprehensive healthcare services.

## **Operating Budget**

The fiscal 2020 budget provides a projected surplus and reflects the vision and strategic goals of Trinity Metro to provide effective and reliable multi-modal transportation to the citizens of Tarrant County. The Annual Budget converts the Business Plan's 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, assuring we stay on target.

The fiscal 2020 Annual Budget was adopted by Trinity Metro's Board of Directors on September 23, 2019. The Annual Budget includes the Operating and Capital budgets. Total operating revenue is defined as all revenue except capital grant reimbursement. Operating revenue is budgeted at \$125 million which is a 0.3% increase from the fiscal 2019. Sales tax and grant revenues are Trinity Metro's main sources of revenue representing approximately 75.3% and 10.4%, respectively, of Trinity Metro's total operating revenue budget. The fiscal 2020 sales tax revenue budget is projected to increase by 2.0% compared to the fiscal 2019. The fiscal 2020 budget also includes operating revenue from advertising, rental fees, and investment earnings.

Some of the major issues that impacted the formulation of the fiscal 2020 budget are operating expenses which are budgeted at \$113.9 million, which is a \$17.1 million, or 17.6% increase from the fiscal 2019 forecasted amounts. The reason for this significant increase is due to the increase of TEXRail service to 30-min headways during peak service hours, new costs related to Positive Train Control for the TRE, and increases in salaries and fringe Benefits to support increases in service.

Services are Trinity Metro's largest expense category budgeted at \$49.5 million, which is a \$10.4 million, or a 39.4% increase from fiscal 2019. Services primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party

contractors operate Trinity Metro's commuter rail services and certain grant funded programs. Additionally, Trinity Metro's paratransit service, called Trinity Metro ACCESS, contracts approximately 65% of its trips.

Salaries and fringe benefits are the second largest expenses category budgeted at \$46.6 million, which is a \$3.6 million, or 8.4% increase from fiscal 2019. This increase is due to added positions to support the increase in services. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A four-year labor contract was executed effective October 1, 2016; and will expire on September 30, 2020.

The largest portion of the other expense categories is insurance at \$4.7 million. This expense category increased \$725 thousand, or 15.4% from fiscal 2019. The increase is due to running a full year of revenue service for TEXRail.

## Capital Budget

Trinity Metro's total capital budget of approximately \$1.1 billion consists of all projects that we have identified and are able to estimate the cost, whether they are near completion or will be started at some future date. Trinity Metro's projected capital expenditures for fiscal 2020 are \$106.8 million; and Trinity Metro's share, from local funds, is expected to be \$59.2 million. Our federal capital grant reimbursement revenue is anticipated to be \$46.1 million and contributions from partners is expected to be \$1.5 million.

The multi-year TEXRail project is included in the capital project budget with a significant portion being funded by the Federal Transit Administration (FTA) and other partners. Our current estimate is that the TEXRail project will be completed under budget once all work is done.

TEXRail is not the only project included in Trinity Metro's fiscal 2020 Business Plan. Some of the more significant projects are:

- **TRE Trinity River Bridge:** a multi-year project for \$34.2 million. The existing bridge needs to be rehabilitated and a second bridge added to enhance the structural capability of the bridge, increase its capacity, and eliminate delays caused by freight train congestion;
- **TRE Trinity Lakes Station:** a construction project for a new TRE station in East Fort Worth that will anchor transit-oriented development. Trinity Metro has partnered with Newell Companies, which has set aside 200 acres for mixed-use development adjacent to the rail station;
- **Revenue Vehicle Replacements:** purchases for 10 new 40-foot buses expected for delivery in December of 2019 and 20 40-foot buses and 4 30-foot buses expected for delivery in July 2020.

Trinity Metro's Board of Directors and staff are committed to accomplishing the diverse components of this Business Plan. We are committed to operating within the approved annual budget as we strive to provide effective multi-modal public transportation services throughout our service area that meets the needs of our customers.

Sincerely,

A handwritten signature in blue ink, appearing to read "Bob Baulsir". The signature is stylized and cursive.

Bob Baulsir  
President & CEO

## List of Principal Officials

### Board of Directors

Jeff Davis, Chairman  
Tito Rodriguez, Vice Chairman  
Ray Taylor, Secretary

Sylvia Alcala  
Teresa Ayala  
Stephen Baldwin  
Dennis Dunkins  
Charles Edmonds  
Jon Michael Franks  
Nicolo Genua  
Alan Hooks

### Administration

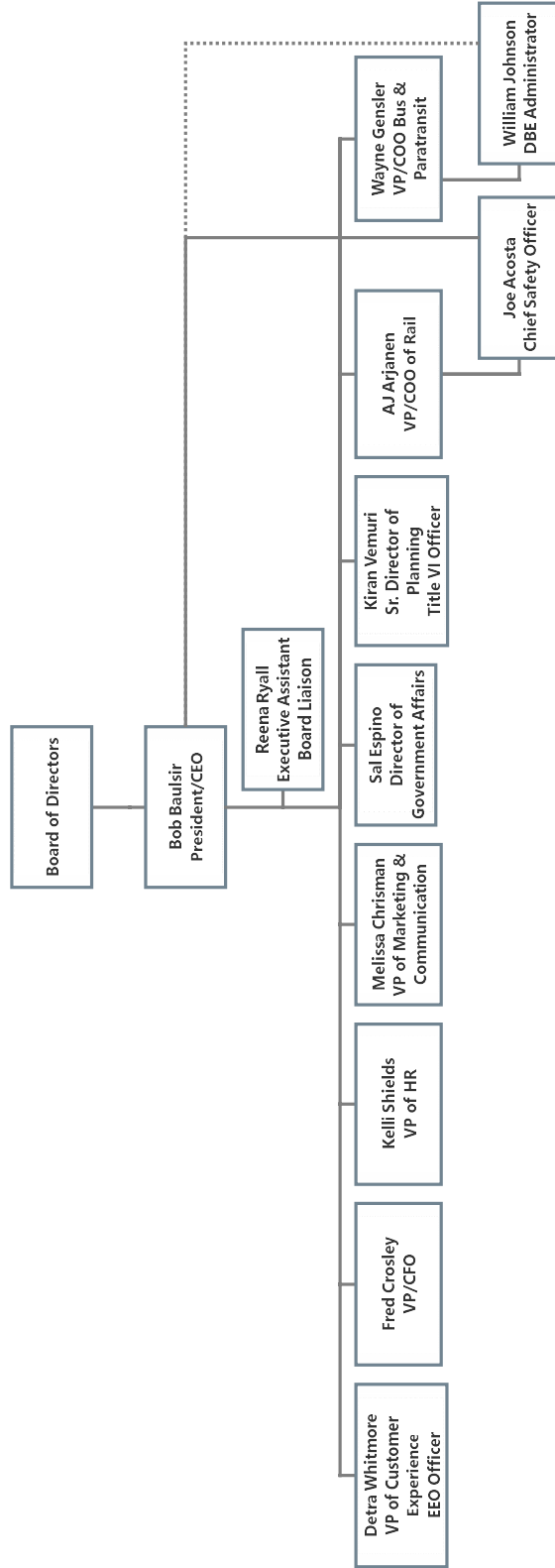
President & Chief Executive Officer  
Vice President/Chief Operating Officer of Bus and Paratransit  
Vice President/Chief Operating Officer of Rail  
Vice President/Chief Financial Officer  
Vice President of Customer Experience  
Vice President of Human Resources  
Vice President of Marketing and Communications  
Deputy Chief Operating Officer of Rail  
Chief Safety Officer  
Senior Director of Information Technology  
Senior Director of Planning  
Senior Director of Procurement and Facilities  
Director of Contract Administration/Procurement  
Director of Communications  
Director of Facilities Maintenance  
Director of Governmental Affairs  
Director of Information Technology  
Director of Maintenance  
Director of Marketing  
Director of Paratransit & Contracted Services  
Director of Planning  
Director of Risk & Claims  
Director of Security  
Director of Training  
Controller

Bob Baulsir  
Wayne Gensler  
AJ Arjanen  
Fred Crosley  
Detra Whitmore  
Kelli Shields  
Melissa Chrisman  
Reed Lanham  
Joe Acosta  
Bruce Lewis  
Kiran Vemuri  
Sherry Lee  
Kathy Bridwell  
Laura Hanna  
Carrie Weir  
Salvador Espino  
Keith Kunkle  
Bill Lambert  
Glenn Miller  
Carla Forman  
Phil Dupler  
Inmon Wiley  
Kevin Hunt  
Forrest Worman  
Christopher Grenier

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## ORGANIZATIONAL CHART



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Government Finance Officers Association of the United States of Canada (GFOA) presented a Distinguished Budget Presentation Award to Fort Worth Transportation Authority, Texas, for its Annual Budget for the fiscal year beginning October 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Fort Worth Transportation Authority  
Texas**

For the Fiscal Year Beginning

**October 1, 2018**

*Christopher P. Morill*

Executive Director

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## TRINITY METRO MISSION STATEMENT

**The mission of Trinity Metro is to provide safe, reliable, customer focused, and fiscally-responsible public transportation services to the citizens of Tarrant County. We strive to improve quality of life for our residents and drive economic development in our region.**

### **Company Goals**

The fiscal 2020 Business Plan was developed through a series of meetings, which included planning sessions with our President/CEO and Senior Staff. During those sessions, priorities were outlined, which assisted us in the development of the fiscal 2020 short-term goals. These goals provided the framework for the development of the fiscal 2020 budget.

- **Increase Support for Transit:**
  - Secure multi-jurisdictional support for public transit
  - Develop new plans for financing transit
  - Presentations to key stakeholders in the community on transportation values
  - Encourage community members to speak up in support for public transit
- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Partner with the City of Fort Worth on the Transit Moves Fort Worth program to improve transit for the region
  - Create a positive image of Trinity Metro throughout the community
  - Continue to promote that public transportation is for everyone
  - Support other avenues for transit in partnerships
  - Continue to form and strengthen relationships with communities, businesses, their leaders, and key constituents
  - Demonstrate Trinity Metro's commitment to the community by focusing on Corporate Social Responsibility
  - Promote economic development through transit projects
  - Enhance social media strategy to communicate with customers, stakeholders, the general public, and others about new happenings related to Trinity Metro

- **Provide an Outstanding Customer Experience:**
  - Develop service which is perceived as safe, clean, reliable, and competitive with an automobile
  - Design convenient service that meets the needs of the community
  - Improve efficiency by providing more frequent service and longer service hours
  - Improve ease of ride by simplifying routes
  - Educate the community through programs such as Transit 101 and Operation Lifesaver
  - Benchmark and meet performance and departmental goals
  - Continue to invest in the latest technology to increase safety, innovation and provide better service
  
- **Maintain Positive Organizational Culture:**
  - Encourage an open culture of communication and inclusion throughout all levels of the organization
  - Continue to be a top employer in the community
  - Increase staff retention by improving and adding employee benefits
  - Engage and educate healthy lifestyles to all employees by promoting the Trinity Metro Wellness Program
  - Continue to invest in the professional development of staff by providing on-site and off-site training opportunities
  - Encourage employees to seek out higher levels of education and to join professional organizations

There are several short-term operation and financial policies of Trinity Metro that guided the development of the fiscal 2020 operating budget. These include:

- Key goals of the organization will be implemented. This includes improving current service by providing longer hours of operation, providing service to currently underserved areas, simplifying the design of the service so that customers find it easier to understand and use, and TEXRail revenue service.
- A one-million-dollar self-insurance reserve continues to be maintained.
- Transit fares, valid for region-wide travel, will match fares charged by Dallas Area Rapid Transit (DART) and Denton County Transportation Authority (DCTA) in order to promote a seamless fare structure between the three authorities.

### **Major Capital Projects for Fiscal 2020**

- |   |  |
|---|--|
| • Automated Fare Collection System          | • Security Camera System on Fleet              |
| • Grove St. Building Design and Renovations | • TEXRail                                      |
| • Intelligent Transportation System         | • TRE Capital Maintenance                      |
| • Point of Sale (POS) System                | • TRE Trinity River Bridge Design/Construction |
| • Positive Train Control                    | • TRE Video Enhancements                       |
| • Revenue Service Vehicle Replacements      | • TRE Trinity Lakes Station                    |

## **FISCAL 2019 ACCOMPLISHMENTS**

The following is a list of accomplishments achieved by Trinity Metro during fiscal 2019. This list represents the more significant accomplishments of the organization and it includes those which relate to Trinity Metro's mission statement and the expressed organizational goals which 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 2020 and beyond.

### **Major Accomplishments in Fiscal 2019**

- TEXRail revenue service began on January 10, 2019
- TEXRail 30-minute headways during peak service hours began on July 28, 2019
- Implemented Trinity Metro's first mile/last mile solution known as ZIPZONE in the Alliance Corridor and Mercantile Area
- Opening of Trinity Metro's on-site clinic
- Began the Dash; Trinity Metro's first electric bus circulator service

### **Completion of Major Capital Projects in Fiscal 2020**

- Completion of the CNG Station upgrades
- Completion of the Bus Wash Station upgrades
- FY19 Transportation Enhancements
- FY19 IT Equipment Replacement
- FY19 Facilities Capital Maintenance

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# FISCAL 2020 BUSINESS PLAN INTRODUCTION

## Overview

The Fort Worth Transportation Authority dba Trinity Metro 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, Trinity Metro 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. Effective November 8, 2016, voters in the City of Richland Hills 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 Trinity Metro will receive \$.0038 or three-eighths cent sales tax for the construction and operation of a commuter rail through Fort Worth, Grapevine, and into DFW Airport. This is a significant milestone in support of public transportation in Tarrant County. This action by the Grapevine citizens marks the first time in 15 years that a new city has joined with Trinity Metro, which will help make public transit options available on a regional basis.

Trinity Metro has specific legal authority defined in the State enabling legislation. Effective October 1, 2015, the nine-member Board of Directors was increased to eleven members, with eight members appointed by the Fort Worth City Council and three members 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 Trinity Metro's Operating and Capital Budgets.

The President & Chief Executive Officer, Bob Baulsir, is a Trinity Metro employee who works directly for the Board of Directors. Approximately 202 employees also work for Trinity Metro, under his direction. Pursuant to a contractual agreement, RATPDev manages the remaining employees, who work for the Operations, Access and Maintenance Departments.

On January 29, 2018, the Board of Directors approved a change in the name and logo of the Fort Worth Transportation Authority from "The-T" to Trinity Metro for marketing purposes. The purpose of the change was to convey the forward thinking of the Transit Master Plan. Although the authority has begun doing business as Trinity Metro the authority is still legally the Fort Worth Transportation Authority.

## Trinity Metro’s Service Area

### Demographics

Trinity Metro’s service area includes the cities of Fort Worth and Blue Mound, both located in Tarrant County, an urban county located in north-central Texas. The area encompasses 343.44 square miles and excludes Grapevine. The estimated 2017 population for Tarrant County, according to the United States Census Bureau, is 2,054,475. Tarrant County’s population increased by 32,729 between July 1, 2016, to July 1, 2017. The Texas Demographic Center projects Tarrant County’s population for 2019 to be 2,092,419. Tarrant County is the third-most populous county in the state of Texas, behind Dallas and Harris Counties with a population of 87.4 per square mile.

<b>Key Demographic Facts</b>	
Medium Age	34
High School Graduate of Higher	85.2%
Individuals Below Poverty Level	14.4%
Total Housing Units	740,355
Medium Household Income	\$60,373
Foreign Born Population	309,724
Veterans	110,560

Source: United States Census Bureau

As the table below shows, the people who make up the population of Fort Worth and the rest of Tarrant county come from a wide variety of different cultures and backgrounds, many of whom are born in the area and many who have moved here and now call this home.

<b>Race and Hispanic Origin</b>	
White alone, (a)	73.6%
Black or African American alone, (a)	17.1%
American Indian and Alaska Native alone, (a)	0.9%
Asian alone, (a)	5.7%
Native Hawaiian and Other Pacific Islander, (a)	0.2%
Two or More Races	2.5%
Hispanic or Latino, (b)	28.9%
White Alone, not Hispanic or Latino	46.8%

Source: United States Census Bureau

(a) Includes persons reporting only one race

(b) Hispanics may be of any race, so also are included in applicable race categories



## Economy

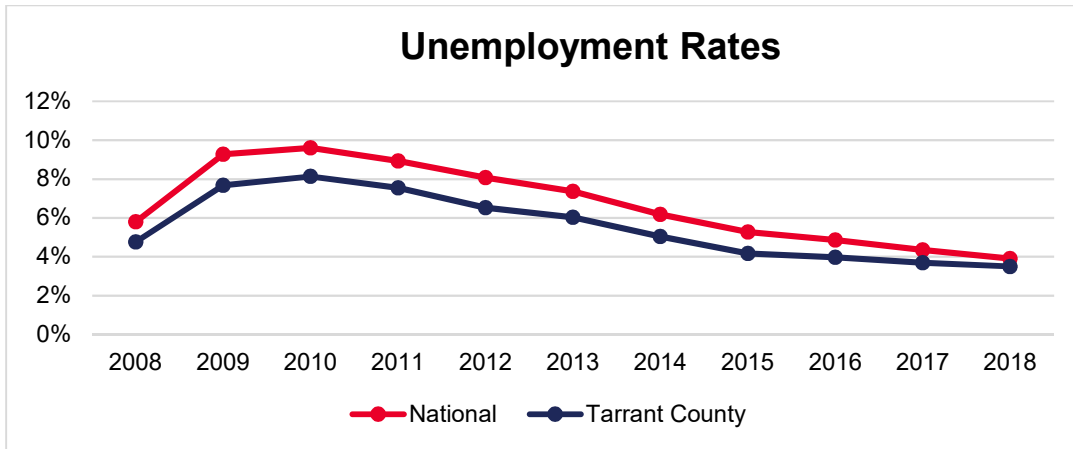
Today much of the flavor and attitudes that are the history of Fort Worth live on. The frontier has changed, but not the pioneering spirit. Fort Worth is now home to a diverse spectrum of businesses. Cattle and agriculture, as well as aerospace companies and defense contractors, play a major role in the economic foundation of the county. Tarrant County is home to over 173,389 companies with about 80,000 of those companies calling Fort Worth home. Some of the major companies that operate in the region include American Airlines, Bell Helicopter, Ben E. Keith Company, BNSF Railway, Cash America International, GM Financial, Lockheed Martin, Pier 1 Imports, Range Resources and many more.

Employment in the region continues to be strong. According to the Bureau of Labor Statistics, local nonfarm employment rose 3.2% from August 2017 to August 2018, compared to the national increase of 1.7%.

<b>Largest Employers Tarrant County</b>		
<b>Company</b>	<b>Location</b>	<b>Employees</b>
AMR/American Airlines	Fort Worth	25,000
Lockheed Martin	Fort Worth	13,690
Fort Worth ISD	Fort Worth	12,000
Texas Health Resources	Arlington	12,000
NAS - Fort Worth - JRB	Fort Worth	10,000
Arlington ISD	Arlington	8,500
University of Texas Arlington	Arlington	7,311
JPS Health Network	Fort Worth	6,500
City of Fort Worth	Fort Worth	6,161
Cook Childrens Health Care System	Fort Worth	6,042
Tarrant County College	Fort Worth	5,999
Alcon Laboratories Inc.	Fort Worth	5,393
Bell Helicopter Textron	Fort Worth	4,953
BNSF Railway	Fort Worth	4,500
Tarrant County Government	Fort Worth	4,310
General Motors	Arlington	4,125
GM Financial	Fort Worth	3,820
JPMorgan Chase	Fort Worth	3,678
City of Arlington	Arlington	2,937

*Source: Fort Worth Chamber of Commerce - Economic Development*

The national unemployment rate for September 2018 was 3.9%. The unemployment rate for Tarrant County was 3.5%. Due to low unemployment rates, many companies are struggling with labor shortages as they compete to attract workers. As a result, pay increases are rising and companies are increasing benefits. The following table below shows a comparison of the national unemployment rate compared to the unemployment rate in Tarrant County.



	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
National	5.8%	9.3%	9.6%	8.9%	8.1%	7.4%	6.2%	5.3%	4.9%	4.4%	3.9%
Tarrant County	4.8%	7.7%	8.1%	7.5%	6.5%	6.0%	5.0%	4.2%	4.0%	3.7%	3.5%

Source: Federal Reserve Bank of St. Louis - Economic Research Division

## Local History and Culture

Fort Worth is the largest city within Trinity Metro’s service area. It was originally established in 1849 as an army outpost overlooking the Trinity River. Fort Worth went from a sleepy outpost to a bustling town when it became a stop along the Chisholm Trail. Fort Worth became the center of the cattle drives and the ranching industry. Although the old days of the Wild West may be gone, Fort Worth continues to take pride in its rich history as “Cowtown.” The cowboy culture is alive and well in Fort Worth’s Historic Stockyards.

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. Because of that, it is no surprise that people from all over the country and the world are flocking to move into the area. Whether born here or newly arrived, Fort Worth is home in every sense of the word. Fort Worth provides affordable high-quality living, a diverse business environment, outstanding education from kindergarten through college, a temperate climate, popular attractions, world-renowned museums and performing arts, beautiful public parks, and a bustling downtown and most importantly a rich history.



## Arts and Education

Tarrant County excels in the arts and education. Tarrant County is served by 20 independent school districts and is home to many institutions of higher learning. Fort Worth is also home to many libraries, museums, and centers for the arts. Located west of downtown Fort Worth is the Cultural District, served by route 2, is home to many museums, restaurants, entertainment venues, and parks and trails.

The following is a list of major institutions that are served by our routes.

Location	Routes
Amon Carter Museum of American Art	2
Bass Performance Hall	2
Kimbell Art Museum	2
Modern Art Museum of Fort Worth	2
TCC Northeast Campus	23
TCC Northwest Campus	44 & 45
TCC South Campus	3 & 5b
TCC Southeast Campus	67
TCC Trinity River Campus	46
Texas A&M University School of Law	3 & 89 SPUR
Texas Christian University	7 & 24
Texas Wesleyan University	4 & 9
University of North Texas	64
UNT Health Science Center	2



## Recreation

No matter what time of the year there is never a dull moment to be had in Tarrant County. From city life and shopping to the great outdoors we have it all. The city of Fort Worth boasts an impressive number of 273 parks with a total of 11,884,481 acres of total parkland. The Fort Worth Botanic Gardens and Fort Worth Water Gardens are two major attractions where families and friends can get together and enjoy the great sceneries they provide. Trinity Trails, a 72-mile trail that stretches all throughout Tarrant County, is a popular route for bikers, joggers, and picnickers. When it comes to commercial recreation, Fort Worth is the place to go. Fort Worth is also home to many shopping malls and centers where one can find whatever they need.

The following is a list of attractions for the whole family that are served by our routes.

Location	Routes
Fort Worth Botanic Gardens	7
Fort Worth Stockyards	12 & 15
Hulen Mall	6 & 25
La Gran Plaza Mall	1 & 5a
Montgomery Plaza	2
Ridgmar Mall	2 & 61
The Fort Worth Zoo	7 & Safari Shuttle



# Trinity Metro's Services

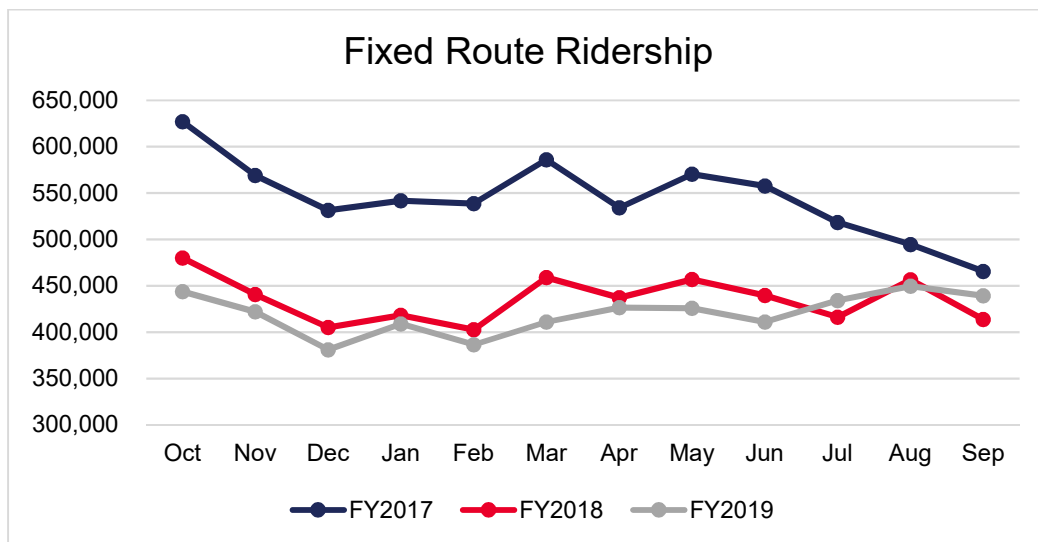
## Fixed Route

Trinity Metro operates 46 independent fixed routes. Five routes have service up to every 10-15 minutes, seventeen routes have service up to every 30 minutes, nine routes have hourly service, eight routes are Xpress, and four operate on limited service times.

Trinity Metro's fleet consists of 190 100% Compressed Natural Gas buses and received the Outstanding Fleet Recognition Dallas-Fort Worth Clean Cities Award in fiscal 2018. In fiscal 2019 Trinity Metro acquired four all-electric buses for its "The Dash" circulator, which travels between downtown Fort Worth to the 7<sup>th</sup> Street corridor and the Cultural District.



In fiscal 2019, total fixed route ridership was 5,039,309. This was a 185,773, or 3.6% decrease from fiscal 2018. Ridership decline is a national phenomenon that all transit agencies are dealing with.



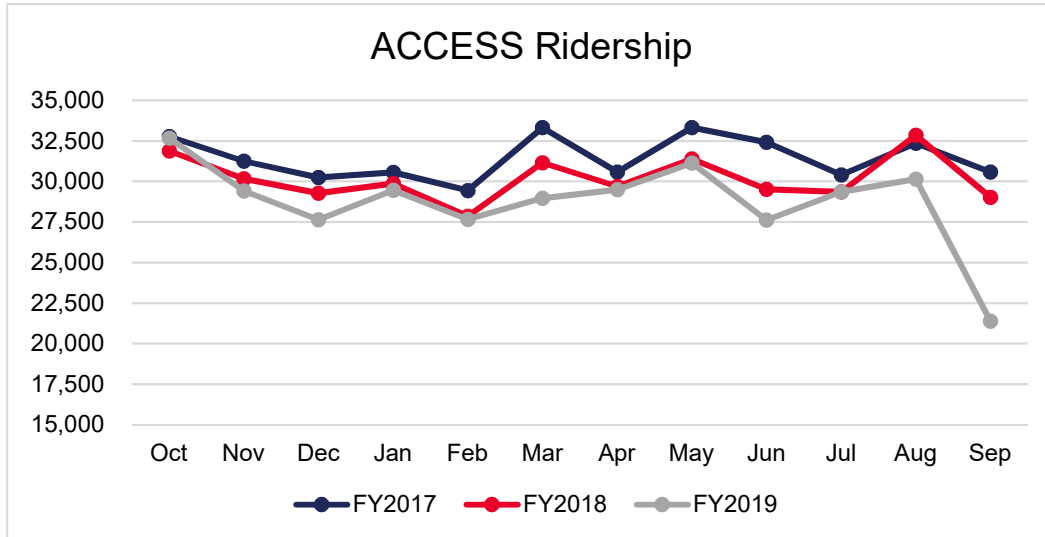
## Trinity Metro ACCESS

Trinity Metro's ACCESS paratransit services, previously known as MITS, offers door-to-door transportation within the service areas of Fort Worth, Blue Mound and River Oaks for persons with a verified disability that prevents them from riding regular fixed route bus

services. Approximately 65% of ACCESS trips are contracted through a third party. ACCESS service operates on a daily schedule seven days a week that is comparable to fixed route bus service.



In fiscal 2019, total ACCESS ridership was 344,943. This was a 17,108, or 4.7% decrease from fiscal 2018.



### Trinity Railway Express (TRE)

Trinity Metro provides commuter rail service to the area through its joint venture with Dallas Area Rapid Transportation (DART). The Trinity Railway Express (TRE) commuter rail service between downtown Fort Worth and downtown Dallas provides riders with 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.

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 Trinity Metro and DART, who developed and now manage the TRE route. 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.



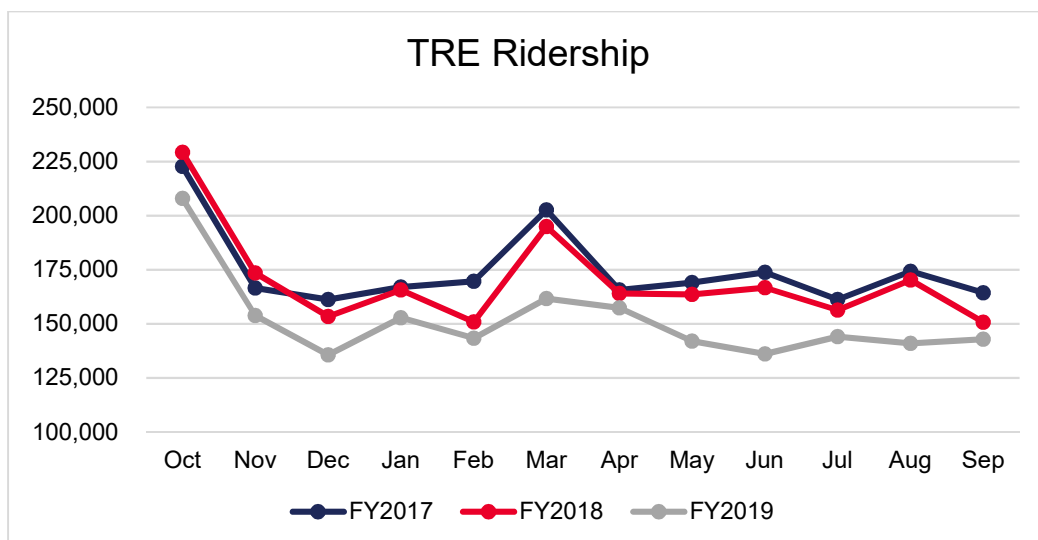
TRE has acquired and refurbished seven F-59 locomotives and twelve bi-level cars from Toronto, Canada's GO Transit. TRE has acquired two new F-59 PHI locomotives and 13 bi-level cars as ridership increased. The current fleet is 25 bi-level coaches and 9 locomotives.

Service is offered from 3:55 a.m. to 12:00 a.m. Monday – Thursday, and Friday from 3:55 a.m. to 1:50 a.m. Peak headways average 30 minutes, with headways for off-peak trains every 60 minutes. On Saturdays, trains operate on 60-minute headway from 5:25 a.m. to 1:20 a.m. Regular Sunday service is not offered at this time

Connecting transit service is offered at all stations. In addition, a 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 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 Light Rail Train (LRT) and to the Fort Worth Main Street Arts Festival.



In fiscal 2019, TRE boarding provided 1,818,377 passenger trips. This was a 220,570, or 10.8% decrease from fiscal 2018. The main reason for the large decrease in passenger trips is due to delayed trains due to track improvements and mechanical issues due to an aging fleet.



## TEXRail

The TEXRail commuter rail project is Trinity Metro's largest capital project to date with a budget of \$1.034 billion. The project was financed through a combination of several funding sources. A portion of Trinity Metro's member cities one-half cent of sales tax helped finance the proposed project. The city of Grapevine enacted a 3/8-cent sales tax to fund their participation in the project, and voters in Tarrant County approved a bond issue that also provided some funding for the project. Trinity Metro has an agreement with the city of North Richland Hills to provide funding for the North Richland Hills stations. Trinity Metro also received federal dollars to help construct the project through the Federal Transit Administration's New Starts Funding program.

The TEXRail commuter rail project was originally designed to be a 37.6-mile route. On August 12, 2013, Trinity Metro's Board of Directors adopted the Minimum Operable Segment (MOS) as the preferred TEXRail alternative. This change was necessary for several reasons, but the increasing project cost was the main driver. The switch to the MOS allowed Trinity Metro to focus its efforts on the segment with the highest potential ridership, downtown Fort Worth to Dallas-Fort Worth International Airport (DFW Airport). The TEXRail MOS commuter rail project has nine stations and associated facilities in Tarrant County, Texas.

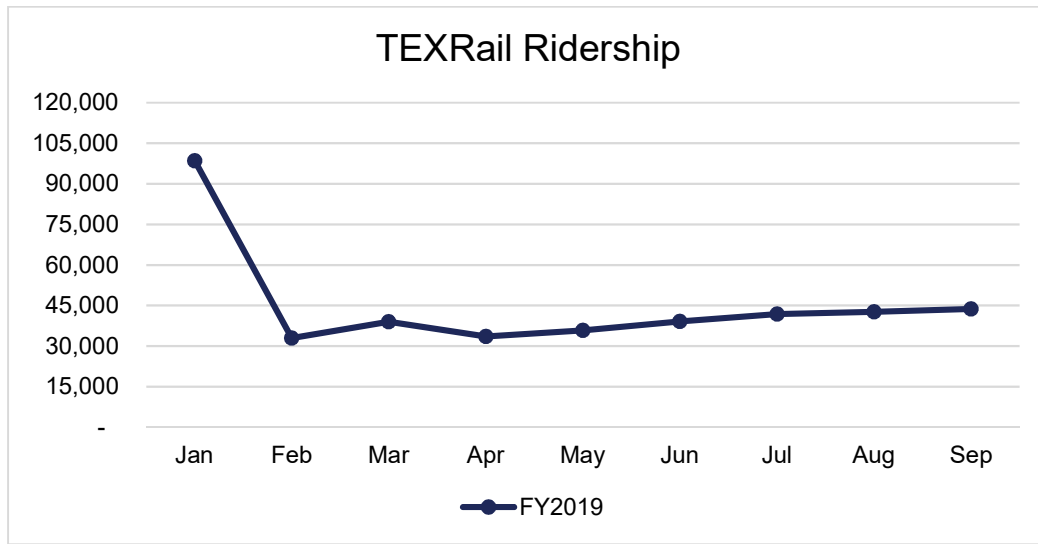
The TEXRail route follows existing rail lines from downtown Fort Worth, northeast through North Richland Hills to downtown Grapevine, and then into the north entrance of Dallas/Fort Worth (DFW) International Airport. Estimated travel time from T&P Station to DFW International Airport, Terminal B is approximately 52 minutes. Operating on primarily existing tracks, the route provides direct access to all activity centers in the corridor and connects with other transportation services, including the Trinity Railway Express (TRE) commuter rail service, AMTRAK, and Trinity Metro's downtown Fort Worth Intermodal Transportation Center (ITC) and T&P Station.

The TEXRail commuter rail features diesel multiple units (DMUs) with a mechanical unit in the center of the train. Each DMU has 229 seats and a total capacity of 488. The TEXRail cars feature an all-aluminum body and an articulated train that makes it easy to walk between cars during the ride. The train also includes a designated quiet car, level boarding, bike racks, USB charging stations, seatback trays, and overhead luggage storage.



Construction of the TEXRail project began on August 24, 2016, and TEXRail's inaugural trip took place on December 31, 2018. Revenue service began on January 10, 2019, with service operating seven days a week with 1-hour headways. Starting on July 28, 2019, TEXRail service increased to 30-min headways during peak service hours.

During TEXRail's first month of service TEXRail offered free rides to provide the opportunity for the citizens of Tarrant County to ride the service causing an abnormally large ridership count. After the first month of free rides ridership has stabilized and has begun to gradually increase month after month.



### Service Trends

Transit systems across the country are seeing decreases in ridership, and Trinity Metro is no exception. Possible explanations for these negative trends could be the result of the growing popularity of rideshare apps, the growth of jobs outside of service areas, and lower fuel costs.

### Other Services

Another way Trinity Metro 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, Trinity Metro provides transportation services 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 Vanpool Program** is open to individuals whose work trips begin or end in any of the eight counties on the western side of the Dallas-Fort Worth Metroplex. This program is funded through grants, and the local match is provided by Trinity Metro. The passenger monthly fees offset a portion of the program's operating expenses.

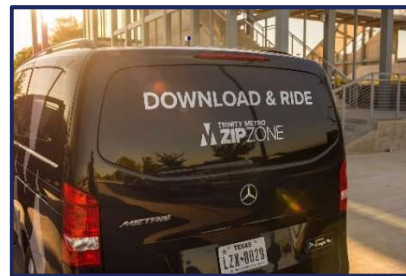


- **The North East Transportation Services (NETS)** provides rides for the elderly or disabled persons within the city limits of Bedford, Euless, Grapevine, Haltom City, Hurst, Keller, and North Richland Hills. Trinity Metro has an Interlocal Agreement with NETS to administer the NETS program, and Catholic Charities provides the service through a contract with Trinity Metro.
- **Tarrant County Transportation Services (TCTS)** provides rides for the elderly or disabled. This service is for residents within Tarrant County, but outside of Trinity Metro’s service area. Catholic Charities is the provider, and Trinity Metro oversees the operation.

### Trinity Metro ZIPZONE

The Trinity Metro ZIPZONE program is the agency’s innovative “first mile/last mile” solution for users of public transportation. Riders can travel their “first mile” and their “last mile” from the nearest bust stop/station via on-demand rideshare service. Through mobile applications, riders will be able to order rides to take them to their destinations within the ZIPZONE service area.

Currently, Trinity Metro ZIPZONE services are available in the Alliance and Mercantile areas with plans to bring the service to Fort Worth’s Medical district and the City of Crowley in 2020.



### The Dash

The Dash is Trinity Metro’s first electric bus that takes passengers from downtown Fort Worth to the 7<sup>th</sup> Street corridor and the Cultural District. The buses feature a perimeter seating arrangement that allows for a comfortable and engaging way to interact with other passengers. The buses are also equipped with USB ports underneath the seats and provide free WiFi onboard.



## **Guaranteed Ride Home Program**

Trinity Metro's Guaranteed Ride Home Program (GRHP) is in place to help customers whenever an emergency or unexpected schedule change occurs that may make taking public transit inconvenient. Through the GRHP, customers can get home or back to a Park and Ride lot if regular schedules and routes cannot. Vanpool, Easy Ride and Monthly Pass holders are eligible for the GRHP. Customers with a GRHP Calling Card are allowed to use the service up to two times within a three-month period. When an unexpected event arises, customers can call the number on their card and provide their name and where they need to be picked up and dropped off. A vehicle will arrive and the customer only pays a \$5.00 co-pay and Trinity Metro covers the balance. Wheelchair-accessible vehicles are available if needed.

## **EasyRide Program**

EasyRide is Trinity Metro's transit program that provides commuter cost savings to Tarrant County businesses and their employees. The program gives employers the opportunity to provide a convenient and consistent way for their employees to get to work – without battling traffic jams and searching for that open parking spot.

Employers complete an agreement with Trinity Metro, then Trinity Metro provides the employer and employee registration form along with a Company Code. Employees complete and return the registration form to their HR department who will forward it to Trinity Metro. Once processed, the employees will have access to the EasyRide online store to purchase passes online at a 25% discount. Participants in EasyRide can choose services from Trinity Metro, Trinity Railway Express, Dallas Area Rapid Transit, and Denton County Transportation Authority. Currently, there are 64 participating companies.

### **Employer Benefits**

- Improve employee recruitment and retention by offering transit discounts as part of their benefits package
- Reduce traffic congestion
- Reduce parking costs and capacity needs
- Lower stress level for employees
- Show commitment to sustainability

### **Employee Benefits**

- Attain dependable transportation
- Eliminate parking expenses and hassles
- Improve health by walking or riding your bike to your stop
- Reduce stress, vehicle wear-and-tear, and traffic congestions
- EasyRide participants automatically receive Guaranteed Ride Home benefits

The following table is a list of companies to date participating in the EasyRide program:

Companies	
1 A Smart Start, LLC	Huitt-Zollars, Inc.
American Airlines	Ideal Impact, Inc.
Arts Council of Fort Worth	Interstate Restoration
Ashton Fort Worth	JP Morgan Chase
AT&T	JPS Health Network
Bell	Kelly Hart & Hallman LLP
Ben E. Keith Company	KPS Global
Bingham Family Vineyards	Kroger
Brown Dean Proctor & Howell, LLP	Middlebrook/Goodspeed, PLLC
Cantey Hanger LLP	NBC 5/ KXAS TV
Center for Counseling and Family Relationships	Oak Hill Advisors LP
Center for Transforming Lives	Omni Fort Worth Hotel
City of Fort Worth	Oncor Electric Delivery
City of Grapevine	PennyMac Loan Services
The College of Health Care Professions	Pointwise, Inc.
DFW Hyatt Hotels (Grand Regency)	Presbyterian Night Shelter (Clean Slate)
DFW International Airport	Rotary Club of Fort Worth
Dialog Direct	Securities and Exchange Commission
Dickies Arena (Trail Drive Mngt. Corp)	Sheraton Fort Worth Downtown Hotel
Dos Molinas Mexican Restaurant	Sink or Swim Pool Service
Federal Aviation Administration (FAA)	Star Telegram
First American Payment Systems	Surgical Group of North Texas
First Presbyterian Church of Fort Worth	Tarrant County College
Federal Transit Administration (FTA)	Tarrant County Government
The Fort Worth Club	Tarrant Transit Alliance (TTA)
Fort Worth ISD	Texas A&M University School of Law
Gaylord Texan Resort & Convention Center	The Tshirt Guys
General Motors Financial Company, Inc.	TPG Global
Goodwill Industries of Fort Worth	UMTH General Services, LP
Aimbridge Hospitality	UNO Chicago Bar and Grill
Hilton Fort Worth	UNT Health Science Center
History Maker Homes	XTO Energy
Dept. of Housing and Urban Development	

### **Fiscal 2020 Disadvantaged Business Enterprise (DBE) Goals**

As a recipient of Federal Transit Administration (FTA) funding, Trinity Metro 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 Trinity Metro’s federally funded Contracts.

Trinity Metro is also required by the FTA to set an overall annual goal for DBE participation in federally assisted contracting in accordance with USDOT regulation, 49 CFR Part 26.

The DBE overall goal-setting process is required every three years for all FTA grantees which expect grant awards of at least \$250,000 in FTA-assisted contracts, and it must conform to the FTA's goal-setting process as outlined by 49 CFR Part 26. The FTA does not approve the DBE overall goal of grantees; however, the FTA does review and approve the methodology used to calculate the goal. Trinity Metro's annual overall goal is 13% DBE participation.

To achieve diversity and inclusion, Trinity Metro continuously looks for opportunities to improve its DBE program; to identify opportunities within solicitations for potential DBE participation; and to ensure DBEs are provided with solicitation information, which can include Let's Do Business Workshops, attending outreach events, one-on-one consultations and notifying DBEs regarding solicitation opportunities.

### **Fiscal 2020 Federal Grants**

Federal funding through grants administration finances a variety of projects that range from rail construction projects, Low or No Emissions bus capital, to express shuttle funding and bus transit enhancements. In fiscal 2019, Trinity Metro managed over \$453,000,000 in obligated funds. The Manager of Grants Administration at Trinity Metro is responsible for identifying funding for the capital budget, managing grant funds once received and monitoring the implementation and compliance of grant-funded programs at Trinity Metro. The following are the fiscal 2020 goals for the grants department:

- Procurement of environmentally friendly Low Emissions transit vehicles.
- Installation of additional bus shelters throughout Trinity Metro's service area.
- ADA improvements for installing ADA compliant bus stops and shelters.
- Providing bus transit enhancements such as signage, annunciators, and public art around service area bus stops.
- Continued implementation of Tarrant County Transportation Services (TCTS) and Northeast Transportation Services (NETS) initiatives with partner agencies.

### **Facilities**

Fort Worth Central Station (FWCS), previously known as The Intermodal Transportation Center (ITC), at 9th and Jones Streets, is Trinity Metro's downtown transit center which provides customers with options for purchasing tickets or receiving information. From FWCS riders can connect to Trinity Metro's bus services, TRE, and TEXRail. Enterprise Rent-A-Car, Amtrak, Greyhound Bus Lines, and Subway also lease space at the ITC. The Fort Worth Central Station Community Room is located on the second floor of the FWCS and is available to rent for meetings and conferences, with a maximum capacity of 170.

The Hershel R. Payne Transportation Complex (HRP) at East Lancaster and Pine Streets, is a consolidated facility completed during fiscal year 1997. It serves as Trinity Metro's maintenance and operations center and is just east of downtown Fort Worth.

The Mahaffey Equipment Maintenance Facility (EMF) is a 48,000 square-foot facility that provides service, maintenance, fueling, and storage for TEXRail. The building is located on a 22-acre site.

The 801 Grove Street building on Grove and East 7th Streets, is a five-story, 49,815 square foot building that was built in 1908, and newly renovated in 2010. In August 2017, Trinity Metro purchased the building and is planning on converting the building into its new headquarters.

Trinity Metro operates transfer centers at three area malls. They are La Gran Plaza de Fort Worth at 1-35 South and Seminary Drive, Ridgmar Mall at I-30 and Green Oaks and Hulen Mall located at 1-20 and Hulen St. 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 Trinity Metro's service area.

There are five TRE stations in Tarrant County:

- **Texas and Pacific (T&P) Station** at Lancaster and Throckmorton Streets. Wood Partners Group developed condominiums on the upper floors, above Trinity Metro's main waiting room. The waiting room is leased for weddings and large functions. Its classic art deco is a popular venue for various events.
- **Fort Worth Central Station (FWCS)** at 9<sup>th</sup> and Jones Streets. This station provides connections to Trinity Metro's bus routes and TEXRail.
- **Richland Hills Station** at Handley-Ederville Road and Highway 121. This station is set to close and will be replaced by the new Trinity Lakes station in December 2020.
- **Bell Station** at Bell Helicopter Boulevard of Highway 10. This station sits across from Bell Helicopter.
- **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. Trinity Metro provides service to CentrePort employers with route 30.

There are nine TEXRail stations, two of which are already in use by TRE, which are the T&P Station and the FWCS. The TEXRail stations include amenities such as canopies/shelters, windscreens, seating, trash receptacles, landscaping, signage, ticket vending machines, lighting and security cameras.

The other seven stations are as follows:

- **North Side Station** at 2829 Decatur Avenue. Which connects to the Historic Stockyards through routes 12 and 14.



- **Mercantile Center Station** at 4233 North Beach Street. which connects to Trinity Metro ZIPZONE in the Mercantile area.
- **North Richland Hills / Iron Horse Station** at 6351 Iron Horse Boulevard.
- **North Richland Hills / Smithfield Station** at 6420 Smithfield Road.
- **Grapevine / Main Street Station** at 801 South Maint Street. at the heart of downtown Grapevine. Trinity Metro customers can connect to the Grapevine Shuttle from this station.
- **DFW Airport North Station** at 1867 Dallas Road.
- **DFW Airport Terminal B Station** at Dallas/Fort Worth International Airport.



*Fort Worth Central Station (FWCS)*

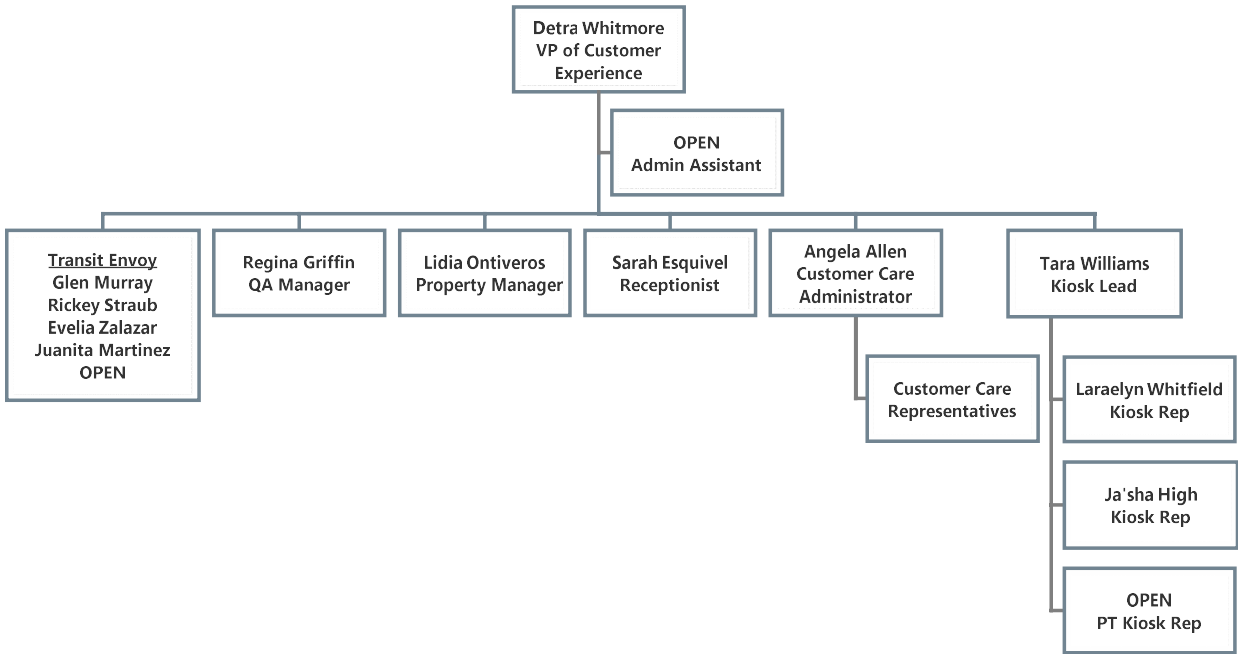


*Hershel R. Payne Transportation Complex (HRP)*



*Mahaffey Maintenance Facility (MMF)*

# Customer Relations



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# Customer Relations

## Functions and Responsibilities

The function of the Customer Relations Division is to improve the customer's experience through transit passengers' insights and analytics, customer program and initiatives and the Transit Envoy program. We focus on reinforcing a customer-centric culture and aligning operating realities of service throughout our service areas by building relationships with key external stakeholders and internal departments.

## FY2019 Accomplishments

- **Increase Support for Transit:**
  - Implemented Alliance ZIPZONE on February 1, 2019.
  - Executed an Interlocal Agreement with Denton County Transit for the first mile/last mile service in Alliance.
  - Executed an Interlocal Agreement with the NCTCOG for the first mile/last mile service in Alliance and secured funding for 2 years.
  - Executed an Interlocal Agreement with NCTCOG for the TRE Link services and secured funding.
  - Executed an Interlocal Agreement with DART and DFWIA for the TRE Link services.
  - 22 bus stops were adopted through the Adopt-A-Stop program.
  
- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Presented to the Hillwood Executive Team at the Annual Luncheon on the importance of transit in Alliance.
  - Trained 250 Ambassadors at DFW International Airport regarding Trinity Metro and TEXRail services.
  - Presented at TTA Friends of Transit Mixer in January 2019.
  - Presented on Equity Issues in Transportation at UTA – Arlington.
  - Participated on a Panel for LeaderPrime regarding transit.
  - Presented at East Fort Worth Business Association in March 2019.
  - Participated at Health Summit April 13, 2019.
  - Participated on a Panel in Vision Fort Worth Young Professional Summit May 2019.
  
- **Provide an Outstanding Customer Experience:**
  - Provide continued training to the customer care representative to improve their interactions with today's customers.

- **Maintain Positive Organizational Culture:**
  - Provided Customer Service training to all new employees.
  - Customer Care Week was celebrated within the department, recognizing the contributions of the Customer Care team.
  - Customer Commendation certificates are presented to Trinity Metro employees who receive customer compliments.

### **FY2020 Planned Initiatives (Goals)**

- **Increase Support for Transit:**
  - Build meaningful partnership with key stakeholders that result in support for Trinity Metro's mission and vision by adding two new partnerships with cities.
  - Community presentation to chambers, business leaders, and other municipalities on transit values three times a year.
  - Create a Customer Advisory Committee.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Participate in community activities that will benefit transit by volunteering in four events.
  - Provide travel training to individuals wishing to utilize transit for their daily commute.
  - Provide Trinity Metro schedules and brochures of its services to community organizations, businesses, schools, and through individual requests.
  - Host the 2<sup>nd</sup> Annual Bus Stop Cleanup Day in October.
  - Partner with the City of Fort Worth in their Trinity Trash Bash litter-free program.
- **Provide an Outstanding Customer Experience:**
  - Continue to promote the Adopt-a-Stop program and reach the goal of 20 bus stops adopted by the end of the year.
  - Provide customer service on rail platforms and at bus stops with Transit Envoys when new service is introduced or when there are service interruptions by implementing a transit envoy program starting in the month of February.
  - Conduct passenger surveys on a regular basis by surveying four routes per month.
- **Maintain Positive Organizational Culture:**
  - Ensure that all new employees are provided Customer Service training.

# Customer Care

## Functions and Responsibilities

The function of the Customer Service department is to provide customer information for Fixed Route bus service, TRE commuter rail, and Trinity Metro Access paratransit service via telephone and internet. Customer Service handles customer inquiries regarding trip planning, suggestions, complaints, and maintains the lost and found items. Customer Service also collaborates with the Trinity Metro ACCESS dispatchers regarding ACCESS.

## FY2019 Accomplishments

- **Increase Support for Transit:**
  - Customer Care Representatives helped with bus bridges this year in an effort to make those transitions easier for our passengers.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Customer Care Representatives were assigned to work various platforms for the TEXRail opening. Representatives passed out schedules and answered passenger questions.
- **Provide an Outstanding Customer Experience:**
  - Multiple Customer Care representatives received commendations in FY19.
  - The Customer Care Representatives used an online training platform to improve their interactions with customers.
- **Maintain Positive Organizational Culture:**
  - Customer Care Week was celebrated within the department, recognizing the contributions of the Customer Care team.
  - Customer Commendations were given when an employee received customer compliments.

## FY2020 Planned Initiatives (Goals)

- **Increase Support for Transit:**
  - Support the implementation of new routes. The customer care team will ride new routes within one month of implementation.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Answer all customer queries within three business days.
  - The customer care team will receive service updates at least one week before implementation.

- **Provide an Outstanding Customer Experience:**
  - 100% of staff to complete their QAP bus ride at least once per month.
  - Online customer care training to help improve customer service skills.
  - Team members will receive pass/fail per testing on each block of training
  - Reduce customer complaints by 5%.
  - Increase commendations by 10%.
  - An average call wait time of 1 minute or less.
  
- **Maintain Positive Organizational Culture:**
  - One customer care employee to compete in the national call center challenge. Increase in customer service skills will result in a gradual decrease in complaints.
  - Celebrate the customer care team and their dedication during National Customer Service Week. The team will receive a breakfast, a lunch, and various work related items to show appreciation.

# Vanpool

## Functions and Responsibilities

Provides carpool, 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 services outside Trinity Metro's service area.

## FY2019 Accomplishments

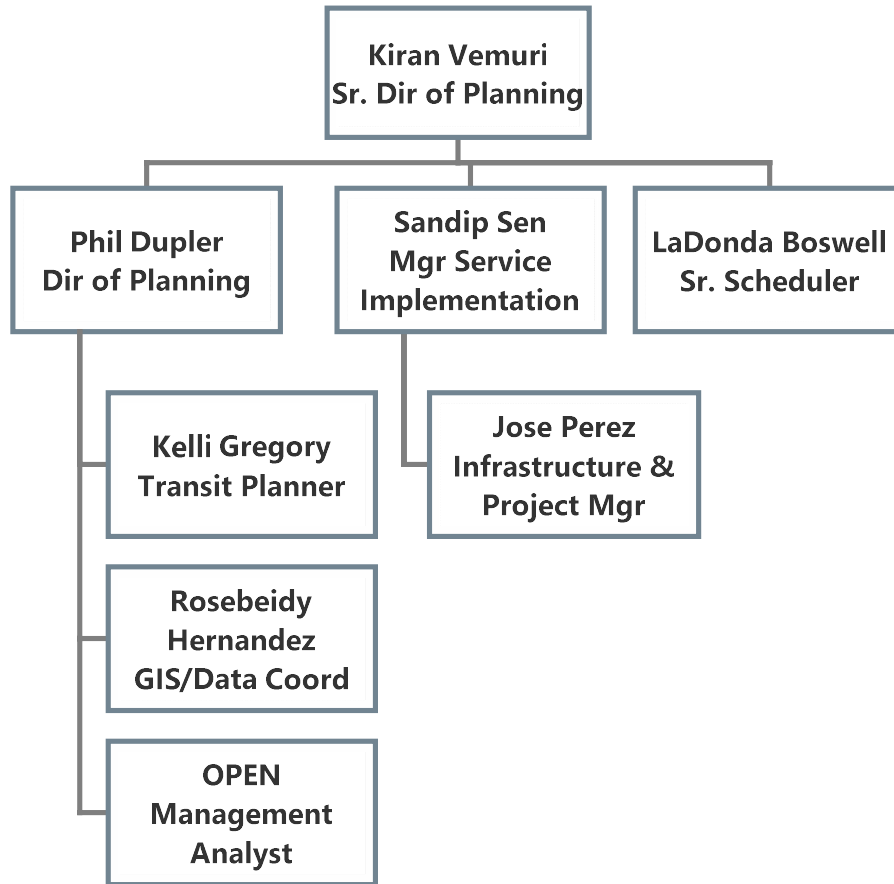
- **Increase Support for Transit:**
  - Vanpool staff continued to promote the Trinity Metro vanpool program.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Vanpool staff continued to promote the Trinity Metro vanpool program.
  - Participated in employer fairs for their employees and promoted vanpool.
  - Continued to respond to vanpool inquiries that came in through the Rideshare line.
- **Provide an Outstanding Customer Experience:**
  - Selected the vanpool service provider, Enterprise, and added vanpool vehicle options to include more than just standard vans.
  - Responded to inquiries from vanpool participants in a timely manner.
- **Maintain Positive Organizational Culture:**
  - Encouraged participation in company sponsored professional development training for supervisors and staff.
  - Encouraged participation in Trinity Metro's mentoring program.
  - Monthly staff meetings kept staff informed of company developments.
  - Encouraged participation in Trinity Metro's wellness program.
  - Implemented new "years of service" recognition program.

## FY2020 Planned Initiatives (Goals)

- **Increase Support for Transit:**
  - Increase participation in the Trinity Metro vanpool program adding vanpool groups each quarter for a total of 15 added vanpool groups by the end of the year.
    - Quarter 1: + 3 vanpool groups
    - Quarter 2: + 5 vanpool groups
    - Quarter 3: + 4 vanpool groups
    - Quarter 4: + 3 vanpool groups

- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Continue to promote the Trinity Metro vanpool program by presenting the benefits of vanpooling at employer fairs at least six times during the year.
  
- **Provide an Outstanding Customer Experience:**
  - Maintain at least 100 total vanpools by the end of the year.
  - Maintain a vanpool capacity percentage of 75%.
  - Monitor the service provided by the new the contracted vanpool service provider by sending out a customer satisfaction survey to the vanpool drivers in regarding the new vanpool service provider by February 2020.

# Planning & Scheduling



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# Planning & Development

## Functions and Responsibilities

The Planning Department is involved in planning all modes of transit service including, fixed route bus, express route bus, bus rapid transit, commuter rail, paratransit, mobility-on-demand, and additional modes of travel as may be implemented in the service area in the future. The Department is responsible for administering the Transit Master Plan, monitoring transit mode performance, recommending ways to improve performance of existing service, evaluating service expansion or reduction alternatives, managing the service change process, conducting passenger surveys, holding public hearings, processing federal Title VI analysis, assisting Operations with budget preparation, siting facilities such as park-n-ride lots, and siting transit stops.

## FY2019 Accomplishments

- **Increase Support for Transit**
  - Recruited the City of Forest Hill, now contributing \$200,000 annually toward fixed route transit service.
  - Gained \$1.5 million in funding from the City of Fort Worth.
  - System Redesign and Implementation and other strategic projects.
  
- **Increase Support for Transit**
  - Held four public meetings on service changes.
  - Staffed eight “project bus” events in support of the “Transit Moves Fort Worth” plan.
  
- **Provide an Outstanding Customer Experience**
  - Planned and launched new services including, Route 71 – Forest Hill, Route 31 – TRE Link, Alliance ZIPZONE, Mercantile ZIPZONE, and The Dash.
  - Installed 86 bus shelters.
  
- **Maintain Positive Organizational Culture**
  - Director completed Leadership Fort Worth training.
  - Staff attended the ESRI GIS User Conference and training including two National Transit Institute courses (Environmental Justice & Performance Based Planning & Programming), National Association of City Transportation Officials Designing Streets for Transit Workshop, North Texas Parking Symposium, and the Federal Transit Administration Triennial Review Workshop.

### **FY2020 Planned Initiatives (Goals)**

- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Hold three public meetings on service changes.
- **Provide an Outstanding Customer Experience:**
  - Improve access to bus stops for disabled passengers by improving 25 bus stops by the end of the year.
- **Maintain Positive Organizational Culture:**
  - Continue seeking feedback from the Route Monitoring Committee and Service Planning Committee by hosting six meetings throughout the year.

# Service Scheduling

## Functions and Responsibilities

Service Scheduling is responsible for fixed route operating schedules, operator runs/rosters, mapping data for agency-wide applications, and on-vehicle technology for passenger information and passenger loads.

## FY2019 Accomplishments

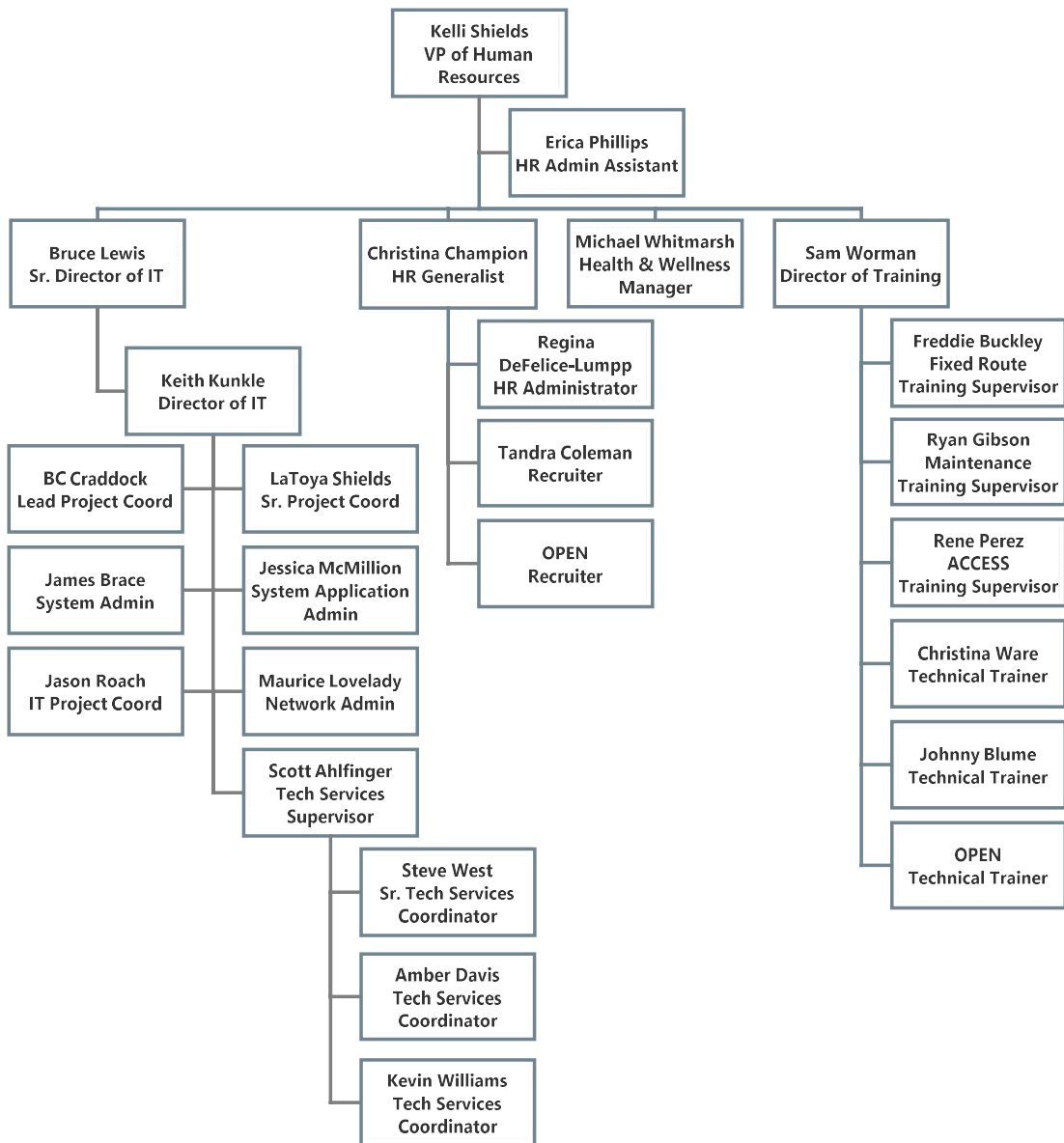
- **Regional Transit Leadership**
  - Worked with Operations to, within budget constraints, improve service in Trinity Metro's service area to provide longer hours, more frequent, consistent weekday/weekend service were the primary changes implemented.
- **Provide the Best Possible Customer Service**
  - Assisted Marketing to improve the accuracy and consistency of printed schedules.
  - Coordinated efforts with our real-time information system contractor (Nextbus) to improve the operational efficiency of the automatic vehicle location system and automatic voice announcement systems on the fixed route vehicles.
  - Worked with Operations to improve service quality by making twelve schedule adjustments and one re-route.
- **Continue to Improve Organizational Practices and Develop Staff**
  - Staff attended the annual Trapeze User Conference focused on learning best practices from other Trapeze users and developing methods for improved utilization of our in-house Trapeze system.

## FY2020 Planned Initiatives (Goals)

- **Increase Support for Transit:**
  - Work with Operations, as funding allows, to restructure existing routes through two service changes per year (March & September).
  - Work with the Operations to adjust existing route service during the two service changes per year (March & September) so that it is simpler to provide, easier to access and understand by the customer.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Work with Marketing to ensure accuracy and clarity of internet and printed information provided by Trinity Metro customers regarding Trinity Metro services during the months leading up to the service change dates by providing schedule information by February and August.

- **Provide an Outstanding Customer Experience:**
  - Use APC data to consolidate under-utilized bus stops during the duration of the service change and to identify route segments with no ridership and consider elimination during the months leading up to the service change dates in order to help support an 88% on-time performance goal for fixed route.

# Human Resources, IT & Training



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# Human Resources & Training

## Functions and Responsibilities

The Human Resources & Training Department works to increase company performance by serving our most important asset—our employees. Services include recruiting, onboarding, training, and retaining qualified employees, administering benefits, maintaining policies and procedures, and promoting health and wellness throughout the organization. We strive to create and maintain a corporate culture based on professionalism, inclusion, excellence, fairness, and respect. We encourage high employee morale and engagement through feedback, communication, professional development, recognition, and rewards.

## FY2019 Accomplishments

- **Increase Support for Transit:**
  - Hosted regional TSI Courses.
  - Certified test site for CDL testing.
  - Participation in local and state Roadeo events.
  
- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Career fairs and employment opportunities.
  
- **Provide an Outstanding Customer Experience:**
  - Conducted company orientation for all employees.
  - Conducted training for new employees in Fixed Route, Paratransit, and Maintenance departments.
  - Conducted remedial training for Operators in safety and customer service
  - Conducted recurrent training for Paratransit Operators.
  - Conducted CDL training for Fixed Route, Paratransit, and Maintenance trainees.
  - Conducted customer service training for Paratransit Contractors.
  - Achieved Gold status for Workplace Health Achievement from the American Heart Association.
  
- **Maintain Positive Organizational Culture:**
  - Conducted CPR and First Aid training for employees.
  - Conducted recurrent safety training for Maintenance and Facilities employees.
  - Conducted FastTrack Mentoring program.
  - Conducted professional development classes (e.g., business writing, time Management) open to all employees.
  - Conducted workplace safety classes for all employees.

## **FY2020 Planned Initiatives (Goals)**

- **Increase Support for Transit:**
  - Host three regional TSI courses.
  - Continued partnerships with DART and DPS.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Career fairs and employment opportunities.
- **Provide an Outstanding Customer Experience:**
  - Implement on-site testing for CDL through DPS.
  - Develop and implement online assessments for Operators through the LMS.
  - Develop and implement one (1) online remedial training course.
  - Revise and expand the Operator Training Manual.
- **Maintain Positive Organizational Culture:**
  - 80% pass rate for training classes.
  - Decrease overall turnover by 5% by the end of the year.
  - Create a monthly wellness campaign.
  - Increase participation in the Wellness program by 10% by the end of the year.
  - Create and implement an individualized remedial training class.
  - Trainers cross train in ACCESS and or Fixed Route.
  - Roll out and implement Laserfiche project.
  - Roll out and monitor Taleo Recruit process to hiring leader.
  - Quarterly audits of all contractor DOT files.
  - Create and roll out a "New Hire Guide".



# Information Technology

## Functions and Responsibilities

Provide and support Information Technology/Service solutions.

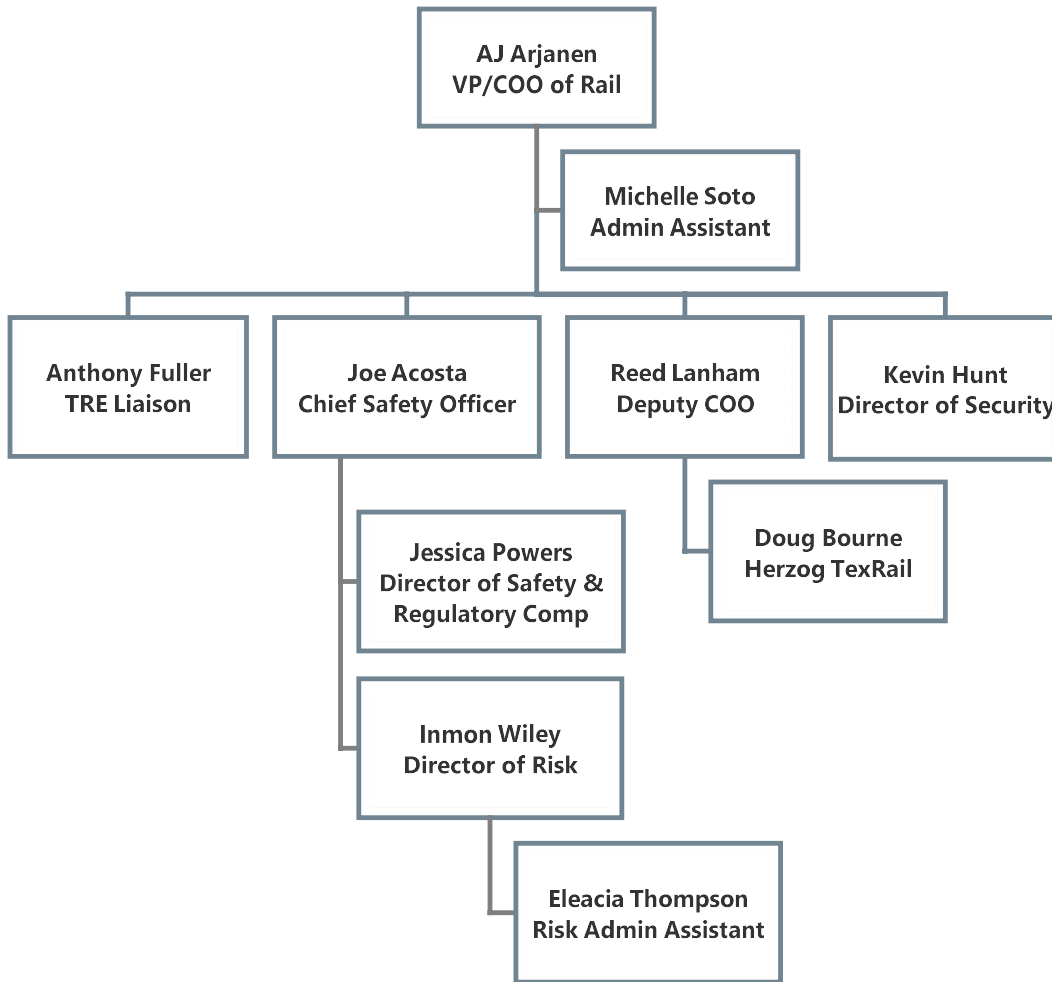
### FY2019 Accomplishments

- **Regional Transit Leadership:**
  - Implemented Trapeze COM/COM Web to provide a comprehensive complaint/commendation system tightly integrated with other Trapeze products.
  - Implemented Employee badges that integrate with Genfare to allow employees to tap onto fareboxes to ride our service.
  - Began implementation of vehicle routers on Trinity Metro's fleet to allow the implementation of a CAD/AVL system and provide real-time video feeds during emergencies.
  - Began replacement of outdated video recorders on vehicles with the new Trinity Metro standard (MobileView 7000 NVRs).
- **Demonstrate the Value of Public Transportation in the Community:**
  - Implemented Trapeze COM/COM Web to provide a comprehensive complaint/commendation system tightly integrated with other Trapeze products.
  - Implemented Luminator InfoTransit system on DASH buses.
- **Provide the Best Possible Customer Service:**
  - Implemented Trapeze COM/COM Web to provide a comprehensive complaint/commendation system tightly integrated with other Trapeze products.
  - Implement Genfare Ticket Vending Machines (TVMs) for TEXRail passengers.
  - Implemented Luminator InfoTransit system on DASH buses.
  - Updated Genfare back office to allow Trinity Metro to begin implementation of Genfare Link for smart cards.
- **Continue to Improve Organizational Practices and Develop Staff**
  - Implemented SpecOps password reset software to allow end-users to reset their own Windows passwords.
  - Implemented Employee Self Service for JD Edwards for internal and external use.
  - Staff attended in-house and outside training.
  - Staff attended Trapeze and APTA conferences.

## **FY2020 Planned Initiatives (Goals)**

- **Provide an Outstanding Customer Experience:**
  - Monthly maintenance – Hardware by the 25<sup>th</sup>; software by the 15<sup>th</sup>.
  - Server percent uptime at 90%.
  - Customer service tickets: Level 1 complete within 1 hour of first response
  - Application percent uptime at 97.8%.
  - Desktop refresh completed by July 30, 2020.
  - 2020 IT OPEX budget no more than 2% over.
  - Disaster Recovery Design and simulated test by July 1, 2020.
  - Network percent uptime at 92.9%.
  - Vulnerability testing completed by February 16, 2020.
  - Cybersecurity audit completed by March 30, 2020.

# Rail Operations



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# TRE

## Functions and Responsibilities

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

## FY2019 Accomplishments

- **Increase Support for Transit:**
  - Worked diligently in support of TEXRail's startup.
  - Collaborated with transit providers to improve connectivity.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - TRE staff routinely spoke at local meetings, with corporate partners, and community leaders.
  - TRE staff continuously promoted community events in Tarrant County.
- **Provide an Outstanding Customer Experience:**
  - TRE's Positive Train Control program successfully moved into Extended Revenue Service Demonstration.
- **Maintain Positive Organizational Culture**
  - TRE staff attended multiple rail/rail safety conferences.

## FY2020 Planned Initiatives (Goals)

- **Provide an Outstanding Customer Experience:**
  - Train rides to determine if crew responsibilities and requirements are being met and customer complaints are being addressed by having monthly train rides tracked in Trinity Metro's survey database.
  - Continue to provide safe and reliable service between the cities of Fort Worth and Dallas by having monthly train rides.
  - Provide consistent and reliable service from Fort Worth to Dallas by maintaining a 97% on-time performance rate.
- **Maintain Positive Organizational Culture:**
  - Gather and lead staff together in the same room for TRE morning meetings to promote collaboration and teamwork.

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# TEXRail

## Functions and Responsibilities

TEXRail staff work to provide safe and reliable transit options between Fort Worth T&P Station and DFW Terminal B.

## FY2019 Accomplishments

- **Increase Support for Transit:**
  - Continued to build support for transit through the successful startup of the TEXRail Commuter Rail service, which included the inclusion of seven new rail stations.
  - Met with local Transit Oriented Development groups to strengthen support for growth near stations.
  
- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - TEXRail staff worked diligently in speaking at local meetings, meeting with corporate partners, and engaging political officials.
  - Leveraged social media to enhance awareness to boost customer ridership.
  
- **Provide an Outstanding Customer Experience:**
  - Following the successful launch of TEXRail, we expanded service to the crucial 30" peak headways.
  - Provided injury free performance with On-Time Performance exceeding 94%.
  - Enhanced security measures through the reallocation of resources.
  
- **Maintain Positive Organizational Culture**
  - TEXRail staff attended multiple rail safety conferences.
  - Extended scholarships to TEXRail employees.

## FY2020 Planned Initiatives (Goals)

- **Increase Support for Transit:**
  - Meet with business leaders bi-monthly to promote transit capabilities.
  - Promote community events reachable by TEXRail with weekly social media posts.
  - Collaborate with marketing and convention bureaus to promote TEXRail as a travel option for those arriving/departing DFW International Airport through monthly meetings.

- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - TEXRail staff will continue speaking at local meetings about TEXRail and its benefits for the community through monthly speaking engagements.
  - Leverage social media platforms weekly to build TEXRail goodwill through weekly social media posts emphasizing TEXRail.
  
- **Provide an Outstanding Customer Experience:**
  - Weekly train rides to improve our public image, gain credibility, ascertain crew and customer insights/concerns.
  - Provide a fast and efficient service for customers from downtown Fort Worth into DFW International airport by maintaining an on-time performance rate of 97%.



# Security

## Functions and Responsibilities

The Security department is responsible for planning, organizing, directing, and coordinating activities of Transit Security Officers (TSO's) and contracted security personnel. Developing and implementing security plans for Trinity Metro's facilities and assets, while maintaining CCTV video and physical access control systems to safeguard Trinity Metro facilities. In addition, investigating security incidents for all modes of operation, and coordinating new-hire and employee refresher training.

## FY2019 Accomplishments

- **Increase Support for Transit**
  - Purchased & deployed the use of two Transit Officer patrol vehicles for the purpose of police response to incidents occurring on our fixed transit services, and transit stations.
- **Educate the Community About the Benefits of Trinity Metro's Services**
  - Active stakeholder within the Downtown Security Director's Group and Police Department to collaborate and network information sharing impacting the Fort Worth Central Station.
- **Provide an Outstanding Customer Experience**
  - Utilization of seven (7) law enforcement agencies to provide 22-hour police presence on the TEXRail commuter rail system.
- **Maintain Positive Organizational Culture**
  - Perform monthly Operator training on De-escalation Techniques, to include Active Shooter Response, and annual Workplace Violence training.

## FY2020 Planned Initiatives (Goals)

- **Increase Support for Transit:**
  - Submit Requests for Proposal to Procurement, for approval, to begin capital improvement projects by March 2020.

- **Educate the Community About the Benefits of Trinity Metro’s Services:**
  - Work with the Marketing department by volunteering for at least two outreach campaigns (State Fair and Main Streets Arts Festival) designed to promote Trinity Metro Services throughout Tarrant County.
  
- **Provide an Outstanding Customer Experience:**
  - Implement the mobile reporting application ELERTS notification system for customers to notify Trinity Metro of criminal/suspicious activity, safety issues & concerns, and other incidents at bus & rail stations and transfer centers by March 2020.
  
- **Maintain Positive Organizational Culture:**
  - Implementation of a “Quality Assurance” system by December 2019 to facilitate active engagement with system modes of operation, creating a safe culture for employees.
  - Require 100% of security staff & Transit Officers to perform a minimum of (1) quality assurance check, when on-duty, providing feedback for employee follow-up.

# **Risk & Claims**

## **Functions and Responsibilities**

The Risk Management Department reviews and evaluates exposure to risks including accidents of all kinds and recommends measures to eliminate or reduce such risks. Risk Management helps monitor Trinity Metro's compliance with all OSHA, EPA, and other hazardous waste regulations, and instructs employees on accident and injury prevention. Risk Management investigates accident and injury reports, handles claims, and represents Trinity Metro in court proceedings.

## **FY2019 Accomplishments**

- **Educate the Community About the Benefits of Trinity Metro's Services**
  - Through hazard analysis and risk assessment, Risk Management reduced incidents/accidents and passenger injuries. This turn helped the community understand how we value their safety.
  - The Risk Management department has conducted quarterly safety audits of the bus system, maintenance facilities, and transit centers. These reports delivered to the COO and can be reviewed by the public if needed. This, in turn, will help educate the community about the safety benefits of Trinity Metro's Services.
  
- **Provide an Outstanding Customer Experience**
  - The Risk Management department on a monthly basis would go out to the transfer centers and bus stops to discuss issues with operators and passengers. Any issues presented were documented and corrected if possible.
  - Investigated and settled claims in a precise and timely manner.
  - Discussed issues with operators and passengers at transfer centers and bus stops.
  
- **Maintain Positive Organizational Culture**
  - The Risk Management department's goal is to ensure a safe environment for all customers who ride Trinity Metro vehicles and use Trinity Metro facilities. This has been accomplished through comprehensive safety programs and hazard assessments. This helps to minimize accidents and passenger injuries.

## **FY2020 Planned Initiatives (Goals)**

- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Through hazard analysis and risk assessments, we will reduce incidents/collisions by 20%. This will help the community understand how we value their safety.
  - Through hazard analysis and risk assessment, will reduce passenger injuries by 20%. This will in turn help the community understand how we value their safety.
- **Provide an Outstanding Customer Experience:**
  - Will make a priority to investigate and settle claims in a precise and timely manner and keep liability claim costs below \$200,000.
  - Recover over 95% of subrogation claims pursued.

# Safety

## Functions and Responsibilities

The Safety department will effectively manage safety for the agency. Tasks of the department will be accomplished through positive leadership and marketing, thus providing a safe environment for all. The impact of this safe environment, combined with safe work practices, will establish a positive safety culture.

The ultimate goal is to have a proactive impact upon the customers, the employees and the community in which we serve. Thus providing the environment and culture required of a safe public transit alternative to the cities we serve.

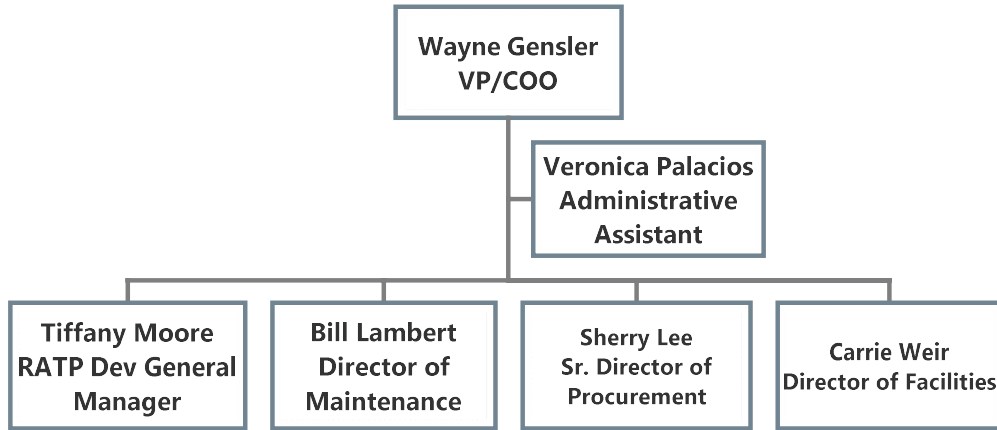
## FY2019 Accomplishments

- **Increase Support for Transit:**
  - Continued the working relationship with DART's safety team meeting on a quarterly basis to network and share our ideas and also to discuss strategical safety efforts.
  - Represent Trinity Metro at the North Central Texas COG's quarterly Regional Safety Advisory Committee meetings.
  
- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Continued to ride the system on a regular basis as an example to others
  - Encourage others to also utilize public transit as an option to avoid the hassle of paid parking, undue stress in traffic jams, etc.
  - Participated when needed with our marketing department as well as many other events in the community to positively represent Trinity Metro.
  
- **Provide an Outstanding Customer Experience:**
  - Success of the safety suggestion program continues to have direct impact on our agency providing a safe transit system.
  - The Safety Recognition Program The (SRP) continues to provide a positive impact on the overall safety of our agency.
  - Regularly being at transfer centers as a resource for our operators to reach out to where safety is concerned.
  - Regularly meet and make time to chat with our passengers and the public about the Safety departments role and Trinity Metro's dedication to safety.
  
- **Maintain Positive Organizational Culture**
  - 49 CFR 473 requires the person responsible for the overall safety of the agency to become TSSP certified.
  - Emergency Response Plan in effect. In addition, as a part of this plan, all employees who report to the HRP building are properly trained according to the plan.

## **FY2020 Planned Initiatives (Goals)**

- **Increase Support for Transit:**
  - One Safety Meeting per Quarter (1-hour) meeting 100% attendance.
  - Daily Safety messages provided to daily via all call to front line employees.
  - Additional Safety Awareness programs as follows:
    - 100% Check Rides (every route every year)
    - 100% Safety Audits
    - Safety Blitz to be held Quarterly
- **Provide an Outstanding Customer Experience:**
  - FY20 Goal for all Collisions - Fixed Route 1.22 (per 100K miles driven).
  - FY20 Goal for Preventable Major Collisions 0.40 (greater than \$1,000 dollars/tow/medical).
  - FY20 Goal for all collisions-ACCESS 0.45.
  - FY20 Goal for Major Collisions 0.15 (greater than \$1,000 dollars/tow/medical attention).

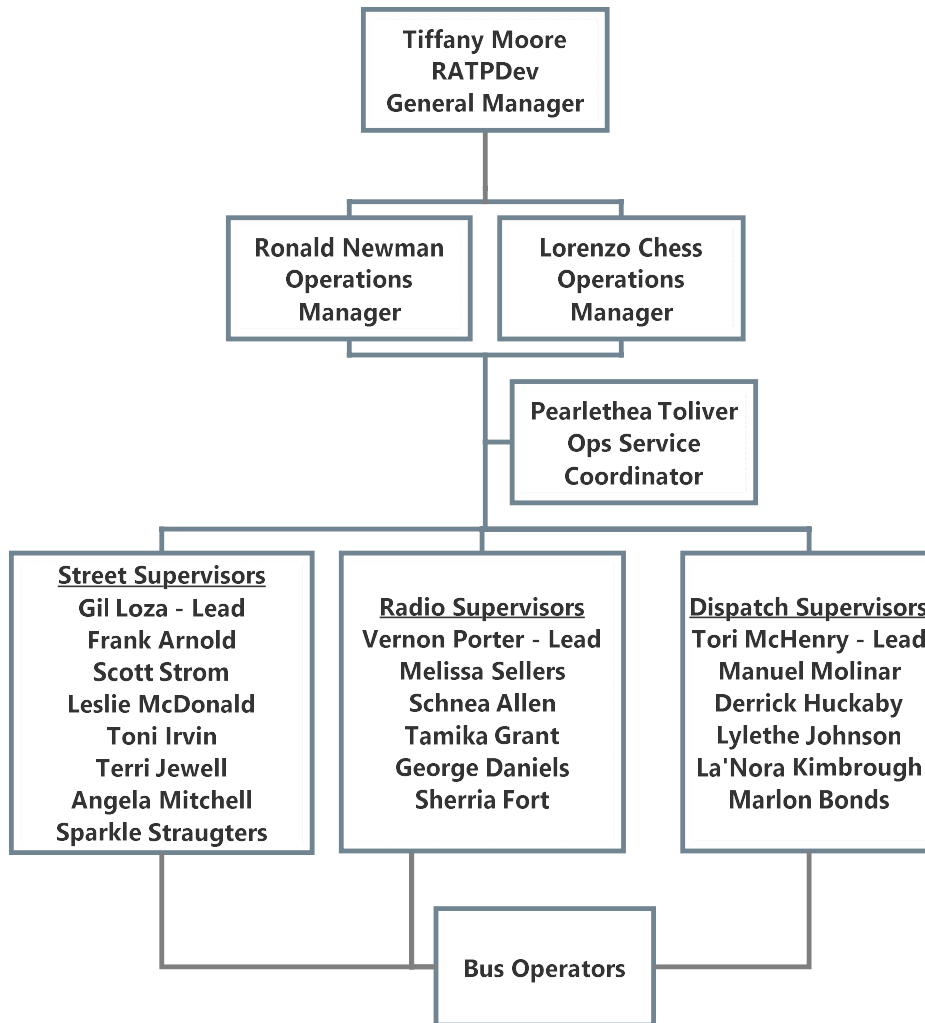
# Operations



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# Fixed Route Operations



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# Fixed Route Operations

## Functions and Responsibilities

Fixed Route Operations' purpose is to provide safe, customer focused and cost-effective public transportation services that enhance the quality of life for the citizens of Fort Worth and throughout Tarrant County.

### FY2019 Accomplishments

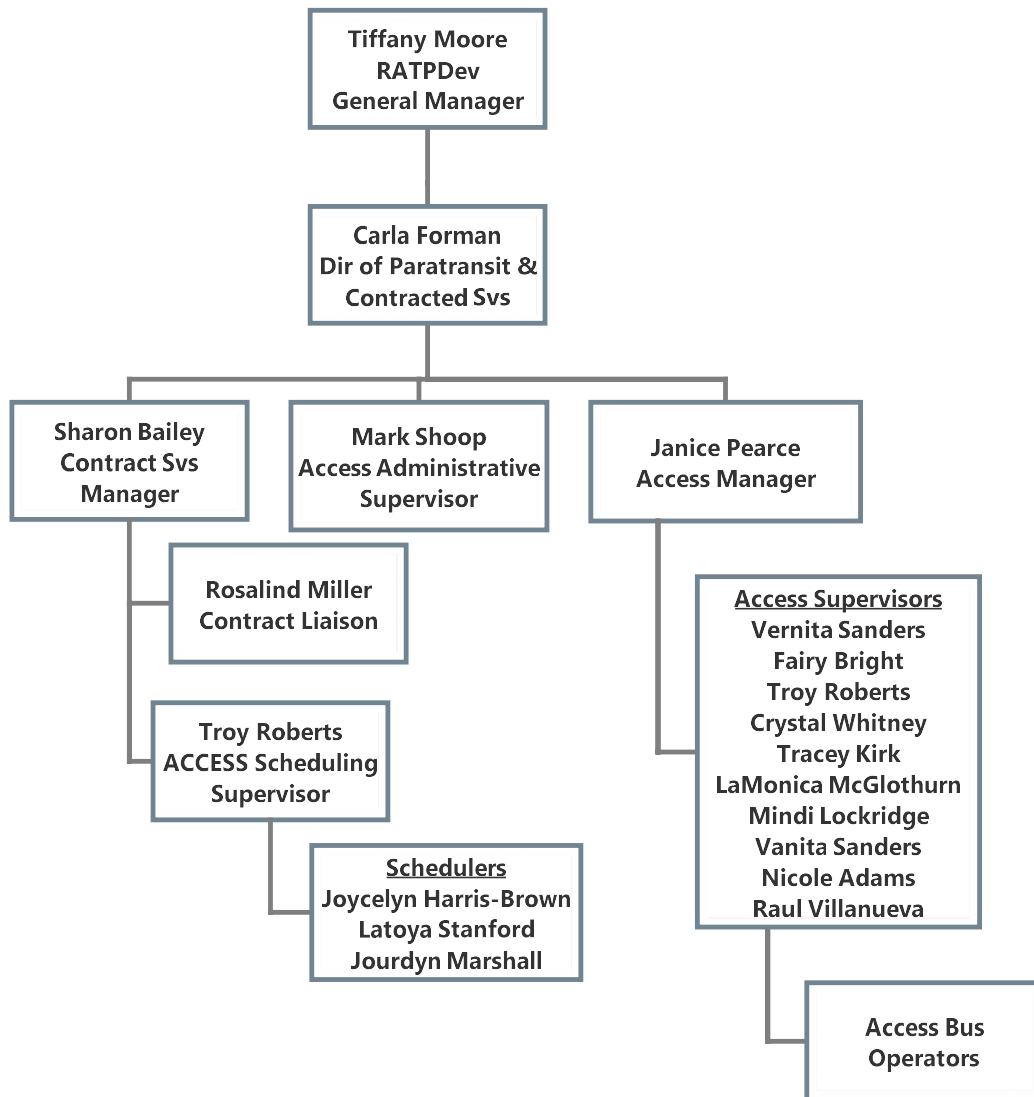
- **Increase Support for Transit**
  - Fixed Route Operations has played an active role in educating the City of Fort Worth. We have assisted city officials on the customer driven transit needs that we provide such as our regular line service that caters to high demographic areas.
  - Operations has increased our revenue service mileage from two new routes producing 101,250 miles of new service annually.
  - Operations assisted in hiring new personnel at job fairs totaling 20 hours in 2018 and increasing to 30 hours in 2019.
  - Fixed Route Fleet Buses have increased to 155, up from 148 in 2018 including four new electric buses.
  - Operations services two additional rail stations with the new TEXRail Service.
  
- **Educate the Community About the Benefits of Trinity Metro's Services**
  - Our outreach programs include the Transit Moves Fort Worth survey bus, numerous job fairs, open public board meetings and community centers outreach programs. Operations and Marketing share a common goal through instant communication via our website to inform customers of service changes and detours.
  
- **Provide an Outstanding Customer Experience**
  - Operations routinely answers direct complaints from customers through our COM system. It intergrades our Customer Service Department and Ops Department to investigate all complaints that include service issues. Operations also provides alternative transportation when equipment is faulty to make sure customers get to their last stop. Operations assists the two railway services that are provided to our customers through bus bridging when faulty equipment or service interruptions happen. Operation with cooperation from other departments piloted the first electric bus in the City of Fort Worth.
  - Operations has increased our work force from 230 full-time Fixed Route Operators in 2018 to 244 full-time operators in 2019.

- Operations has increased our Staff Service Controllers from three SC's to eight SC's in 2019 to assist with street operations.
- **Maintain Positive Organizational Culture**
  - Operations maintains transparency with operators and other departments daily by communication. We practice our core values and implement modern communication and collaboration tools to keep everyone on the same page.
  - Operations has supported and staffed six individual morale-boosting events in 2019, which is up from the three total in 2018.

### **FY2020 Planned Initiatives (Goals)**

- **Provide an Outstanding Customer Experience**
  - Street Supervisors are required to successfully complete (5) monthly vehicle inspections.
  - Street Supervisors are required to successfully complete (100) monthly adherence checks.
  - Street Supervisors are required to successfully complete (5) monthly QAP ride checks with their operators.
  - Weekly review of Pull-Out OTP and the availability of units to assigning blocks helps assist the company in making sure we are delivering quality service. The monthly goal is 95% or higher for late pullouts off the lot each month.
  - Monthly review of on-time performance scheduled between 8 and 10 minutes. We currently measure between 0 and 10 minutes and monthly on-time percentage goal is 88%.
- **Maintain Positive Organizational Culture**
  - Employee Morale, Trust, Job Satisfaction & Employee Loyalty has a goal of 90% each month.

# ACCESS Operations



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# Trinity Metro ACCESS

## Functions and Responsibilities

Trinity Metro ACCESS provides safe, reliable, customer-focused ADA paratransit services to certified Trinity Metro customers through service monitoring and customer feedback to drive performance and operate within established budgetary plans.

## FY2019 Accomplishments

- **Increase Support for Transit**
  - Rebranded from MITS to ACCESS.
  - Implemented ACCESS service in Forest Hill.
  
- **Educate the Community About the Benefits of Trinity Metro's Services**
  - Transit Ambassadors continued to provide travel training service for persons with disabilities in order for them to access Trinity Metro services system wide.
  - Supported TEX Rail by working at stations and showing new passengers how to use the ticket vending machines and explaining the rail service as well as fixed route services in Fort Worth.
  - Met with community service providers such as workshops, dialysis centers, and senior centers to share information regarding ACCESS service and to better understand the needs of their clients.
  - Implemented ACCESS service in Forest Hill.
  
- **Provide an Outstanding Customer Experience**
  - Upgraded ACCESS Trapeze software which improved scheduling capabilities.
  - Selected one ACCESS supplemental service provider, Yellow Cab, to handle approximately 60% of the service.
  - Continued to expedite customer concern investigation and response.
  
- **Maintain Positive Organizational Culture**
  - Encouraged participation in company sponsored professional development training for supervisors and staff.
  - Encouraged participation in Trinity Metro's mentoring program.
  - Monthly staff meetings kept staff informed of company developments.
  - Encouraged participation in Trinity Metro's wellness program.
  - Quarterly All Hands meetings to share information.
  - Implemented new "years of service" recognition program.

## **FY2020 Planned Initiatives (Goals)**

- **Increase Support for Transit**
  - Continue to meet with the various entities that serve persons with disabilities to share information about ACCESS, TRE, and TEXRail with at least four meetings throughout the year.
  
- **Provide an Outstanding Customer Experience**
  - Fully implement the Trapeze Interactive Voice Response (IVR) system to allow passengers to schedule, cancel, and confirm trips. The system will also provide call outs to passengers to remind them about next day scheduled trips and to alert them about imminent arrival on the service the day. The go live date is by April 1, 2020.
  - Implement same day batching to improve the productivity of ACCESS runs. The go live date is by March 1, 2020.
  - Award a new contract for the ACCESS supplemental service provider and have the new provider in place by October 1, 2019.
  - Provide annual recurrent training to all ACCESS operators and staff by September 2020.
  - Maintain two passengers per hour.
  - Maintain an on-time performance of 88%.
  - Maintain an excessive trip length of 3%.
  - Maintain preventable collisions per 100,000 miles of 0.5.
  
- **Maintain Positive Organizational Culture**
  - Keep staff informed of company developments through monthly staff meetings.
  - Host quarterly employee appreciation days.



# NETS & TCTS

## Functions and Responsibilities

Promotes grant-funded transportation services outside Trinity Metro's service area.

### FY2019 Accomplishments

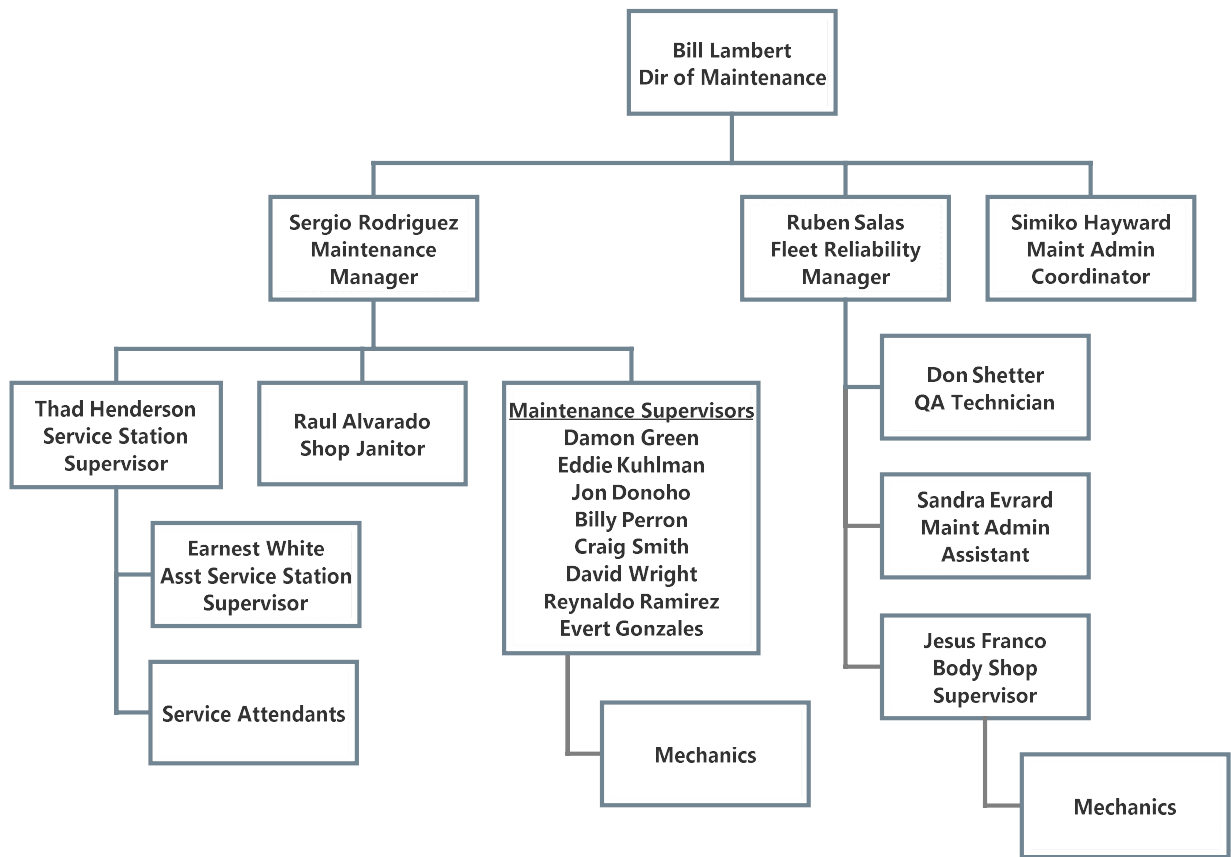
- **Increase Support for Transit**
  - Continued the partnership with the Northeast Transportation Service Urban Transit District (NETS) for the provision of elderly/disabled transportation in the seven member cities.
  - Continued the partnership with the eleven member cities of Tarrant county Transportation Service (TCTS).
  - Partnered with Tarrant County to help fund enhancement of TCTS by adding another guaranteed day of service per week for each city.
  
- **Educate the Community About the Benefits of Trinity Metro's Services**
  - Promoted opportunities for NETS passengers to access TEX Rail.
  - Catholic Charities continued to promote NETS and TCTS services at community meetings and through their call center.
  
- **Provide an Outstanding Customer Experience**
  - Selected Catholic Charities as the NETS service provider and they maintained on-time performance at 95.3%.
  - Purchased an accessible Ford Transit van for NETS.

### FY2020 Planned Initiatives (Goals)

- **Increase Support for Transit**
  - Continue to partner with the Northeast Transportation Service Urban Transit District (NETS) for the provision of elderly/disabled transportation in the seven member cities by having six Bi-monthly meetings with the NETS board.
  - Continue the partnership with the eleven member cities participating in the Tarrant county Transportation Service (TCTS) original and enhancement programs by renewing ILAs with each city annually by October.
  
- **Provide an Outstanding Customer Experience**
  - Continue to monitor the quality of NETS and TCTS service provision and make changes as warranted and maintain a 95% on-time no trip denials each month for NETS.

- Continue to monitor the quality of NETS and TCTS service provision and make changes as warranted and maintain a 95% on-time no trip denials each month for TCTS.

# Vehicle Maintenance Operations



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# Vehicle Maintenance

## Functions and Responsibilities

To provide clean, safe reliable vehicles in support of the operational needs of Trinity Metro.

### FY2019 Accomplishments

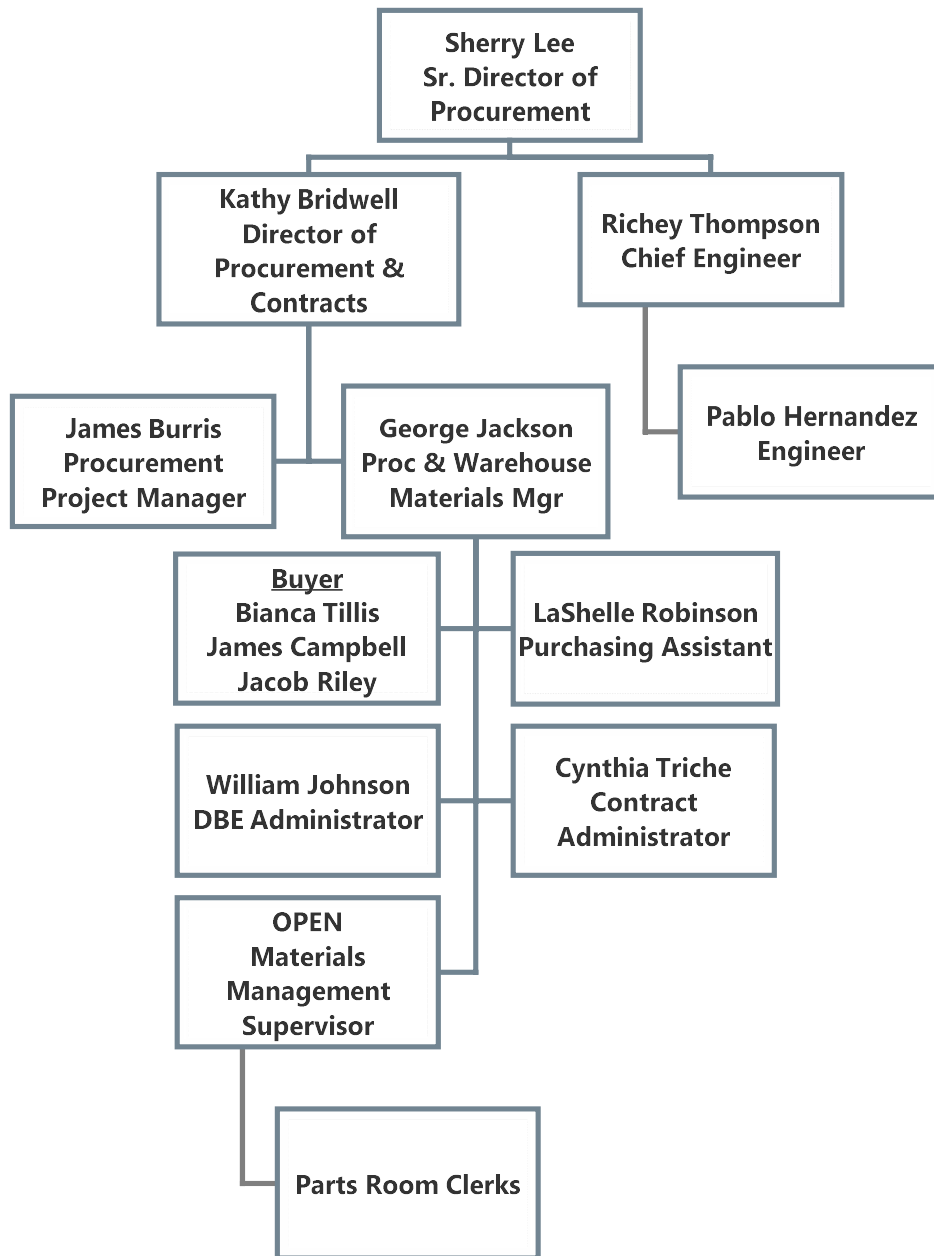
- **Increase Support for Transit**
  - Replacement of 10 older vehicles with 10 newer vehicles supporting our replacement plan and providing better quality equipment to our community.
  - Supporting OPS with dependable vehicles for new routes as well as extended hours of operation.
  - Maintaining our Low emissions vehicles, near Zero emission and no emission vehicles for reduced traffic congestion and better air quality in our region.
  - Access fleet Paint rebranding is 60% completed.
- **Educate the Community About the Benefits of Trinity Metro's Services**
  - Assisting passengers during monthly bus rides and making them aware of the benefits our service provides.
  - Support of OPS, Marketing, and HR with special events by providing special vehicles, or fleet for display and informational interaction.
- **Provide an Outstanding Customer Experience**
  - Improved vehicle cleanliness for enhanced public experience while using our services.
  - Improved fleet performance minimizing breakdowns and customer inconvenience.
  - Use of feedback from monthly bus rides to better enhance our product and services.
- **Maintain Positive Organizational Culture**
  - Quarterly all hands meetings to keep everyone informed of current and future projects and goals.

### FY2020 Planned Initiatives (Goals)

- **Increase Support for Transit**
  - Revenue fleet Mean Distance Between Failures (MDBF) to meet and or exceed 10,200 miles.

- Access fleet Mean Distance Between Failures (MDBF) to meet and or exceed 12,000 miles.
- Revenue fleet in service rate to meet or exceed no more than 15 revenue vehicles being down daily.
- Access fleet in service rate to meet or exceed no more than 7 paratransit vehicles being down daily.
  
- **Educate the Community About the Benefits of Trinity Metro’s Services**
  - Continue efforts to comply with and support the “Clean Fleet Policy” in coordination with NCTCOG and DFWCCC to promote new cleaner technology and its utilization within our community and surrounding areas. This includes low/no emission, zero or near zero emissions, and alternative powered vehicles.
  
- **Provide an Outstanding Customer Experience**
  - Continue replacement of older vehicles as they reach their useful life by replacing vehicle up for replacement by January 2020
  - Preventative Maintenance inspection compliance for fixed route buses to be at or less 7,500 miles in order to improve customer service and reliability.
  - Preventative Maintenance inspection compliance for ACCESS vehicles to be at or less than 3,500 in order to improve customer service and reliability.
  - 100% of staff will continue to complete the QAP bus ride monthly to support awareness of our service and provide opportunities to continually improve service and functionality.
  
- **Maintain Positive Organizational Culture**
  - All maintenance management personnel will attend managerial training in order to help them improve their managerial skills.
  - All technicians will attend familiarization and in depth training to ensure they are up to date on all technical improvements which will enhance fleet operations.
  - All maintenance personnel will attend training on the new Electric vehicles to ensure competency with the new technology and safety practices going forward.
  - Safety and maintenance bulletins will be provided on a bi-weekly basis to ensure all personnel are familiar with the latest technologies.

# Contract Administration & Procurement



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# Contract Administration & Procurement

## Functions and Responsibilities

The Contract Administration and Procurement Department administer contracts and purchases between Trinity Metro and its suppliers, including compliance and oversight, ensuring the requirements and needs of the organization are met to support the mission of the organization.

## FY2019 Accomplishments

- **Increase Support for Transit**
  - Attended joint procurement training with DART and DCTA at DART headquarters.
  - Presented at monthly Orientation classes for an overview of Procurement to New Hires.
  - Provided overview of Procurement Training Class to Staff.
  - Established contracts through 58 formal solicitations issued and managed to support the needs of the departments and organization.
  - Successful solicitation for Advertising Services to support Marketing with increased revenue for the Agency.
  - Successful solicitation and construction project to support Human Resources with buildout of the on-site Health Clinic.
  - Supported operation's contract for the expansion of Super Shuttle services at DFW Airport and TRE Station.
  - Established solicitation and contract with Via for first-mile, last-mile services in support of operations and marketing for Trinity Metro Zip Zones.
  - Supported the contract for the successful project and launch of TEXRail and the opening of the Mahaffey Maintenance Facility.
  
- **Educate the Community About the Benefits of Trinity Metro's Services**
  - Forty-two people representing various companies in the area attended the successful "Let's Do Business" workshop event for suppliers with a focus on DBE firms for projects to support the organization.
  - Hosted the DFW COMTO Day, including high school students in the DFW area to expose and educate them to careers in transportation.
  - Presented to Women in Transportation DFW Chapter event on Trinity Metro's projects for transportation.
  
- **Provide an Outstanding Customer Experience**
  - Created a new Procurement Web-Site page that is more functional and informative for suppliers and the business community.

- Implemented auction services to clean up obsolete parts and equipment for warehouse and stock areas; successfully re-organized warehouse and receiving area for better service and timely receipts/deliveries for internal customers.
  - Completed a physical inventory of parts to ensure the accountability and availability of product for internal customers.
  - Supported the implementation of the new financial ERP system for better service and accountability. Provided training class for staff on basics of Procurement with JDEdwards.
  - Worked to develop and launch DocuNav database management for contract administration.
  - Supported Operations and the City of Fort Worth Blue Zones project with solicitation and contract for first Electric buses for the Agency and the build-out of the on-site charging station.
  - Supported the implementation of the Agency ZIPZONE pilot programs.
- **Maintain Positive Organizational Culture**
    - Support current and new initiatives for the organization.
    - Utilize DBE suppliers in support of the organization's goals.
    - Support fair and open participation in procurements with qualified and competent suppliers, contractors and consultants.
    - Follow FTA established procurement guidelines.
    - Provide staff with educational and training opportunities for professional growth.

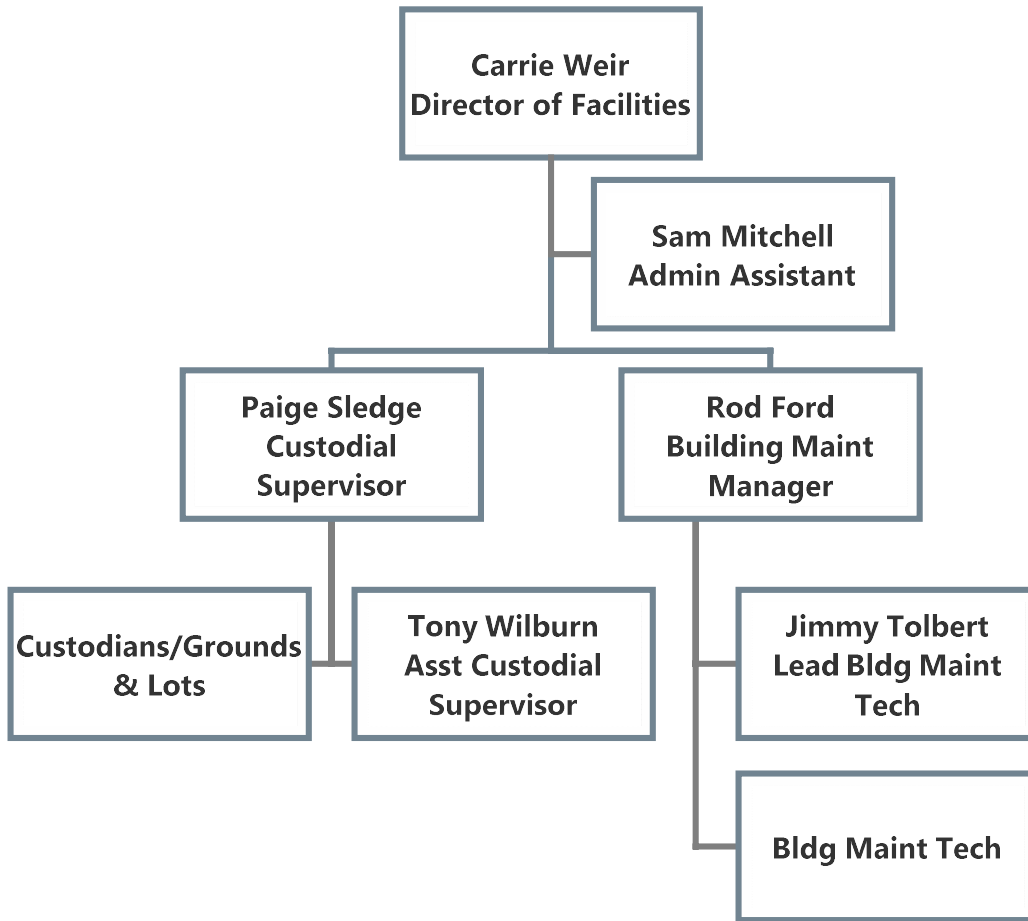
### **FY2020 Planned Initiatives (Goals)**

- **Increase Support for Transit**
  - Support internal customers by implementing a contract management system by January 2020 for retaining and managing contracts that support transit.
- **Educate the Community About the Benefits of Trinity Metro's Services**
  - Annual outreach event in September for suppliers for DBE educational event and "How to Do Business with Trinity Metro" workshop.
- **Provide an Outstanding Customer Experience**
  - Process all approved requisitions within 48 hours of entering the purchasing queue to meet 97% conversion timeframe to Purchase Order.
  - Support internal departments by having contracts signed within 60 days of recommended Board approval.

- **Maintain Positive Organizational Culture**
  - Provide two internal training sessions (April/October) for Procurement and Contract Administration topics. Utilize DBE suppliers in support of the organization's goals.
  - Provide training for professional development for 100% of staff with attendance at FTA classes, National Institute of Government Purchasing (NIGP) and Institute for Supply Management (ISM) webinars, seminars, and conferences at established annual events.

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# Facilities Maintenance



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# Facilities Maintenance

## Functions and Responsibilities

The Facilities Maintenance department supports the organization by providing clean, safe and well-maintained facilities for our staff, customers and the community.

### FY2019 Accomplishments

- **Increase Support for Transit**
  - Upgraded lighting at most park and rides and transfer stations
  - Installed 50 new bus shelters.
- **Educate the Community About the Benefits of Trinity Metro's Services**
  - Supported numerous TEXRail events pre and post opening.
- **Provide an Outstanding Customer Experience**
  - Completed the new bush wash.
  - Completed the upgrade of the CNG fueling station, including feeding the dedicated gas line to the operations building.
  - Completed the infrastructure for The Dash service.
- **Maintain Positive Organizational Culture**
  - Supported numerous organizational events at HRP.
  - Completed construction and on-time opening of the on-site health clinic.

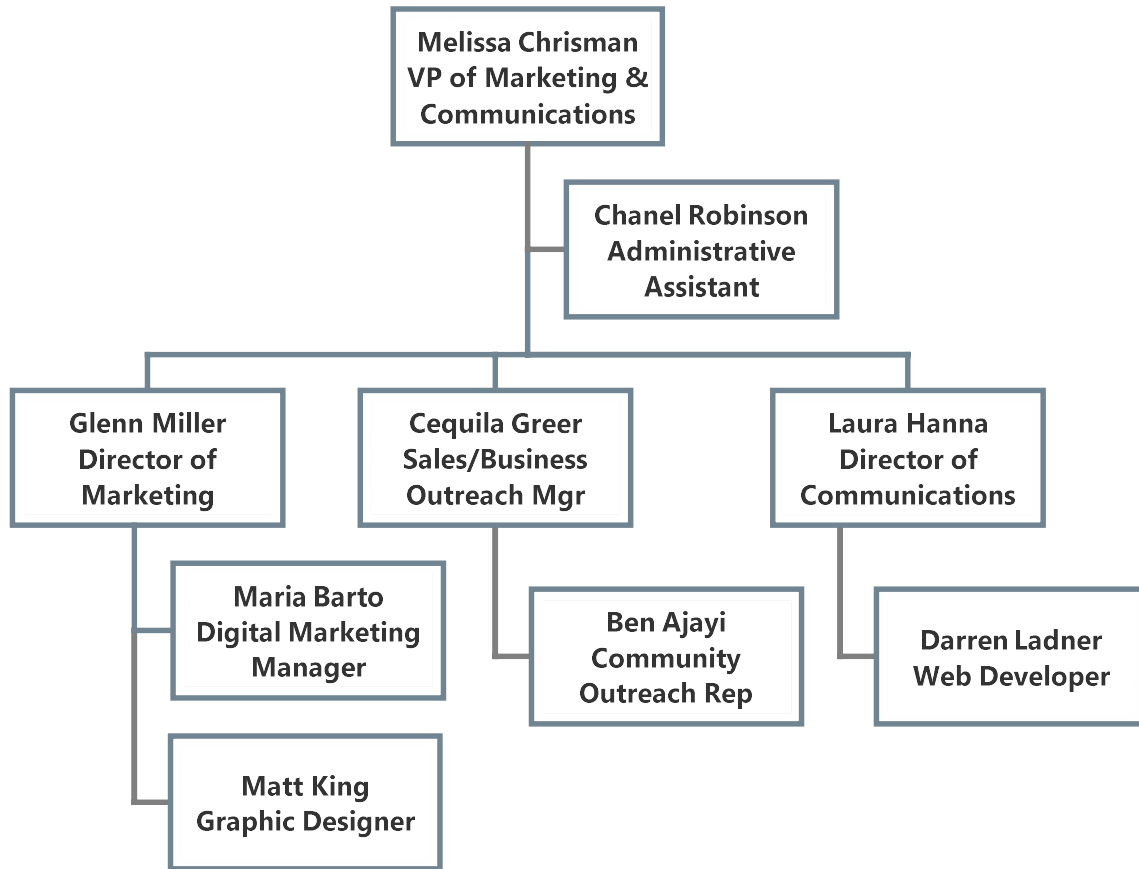
### FY2020 Planned Initiatives (Goals)

- **Increase Support for Transit**
  - In order to have well-maintained stations, shelters and bus stops that create an atmosphere where customers are more likely to utilize Trinity Metro's all shelters and stations will be inspected at least four times a month.
- **Educate the Community About the Benefits of Trinity Metro's Services**
  - Ensure staff are trained and have the necessary resources to provide customers the information needed to use our services through monthly meetings.
- **Provide an Outstanding Customer Experience**
  - Ensure stations, shelters, bus stops, etc. are well maintained by maintaining an 80% or higher on-time percentage for preventative maintenance.

- Make sure staff are friendly and polite when engaging with the customers by confirming at least 1 observation of staff interacting with the customer each month.
- **Maintain Positive Organizational Culture**
  - Show appreciate to staff for the work they do through rewards and incentives.
  - Demonstrate to staff a can-do attitude, the willingness to do what is asked, and a desire for positive change, starting with management.
  - Stay fully staffed, including new positions by having no more than one unstaffed slot per position.



# Marketing and Communications



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# Marketing & Communications

## Functions and Responsibilities

The Marketing and Communications Department is responsible for promoting the suite of Trinity Metro's services (fixed route bus service, Trinity Metro TEXRail, TRE, Trinity Metro ACCESS, Molly the Trolley, etc.) to encourage new and continued ridership in the communities it serves. Additionally, the department is responsible for establishing two-way communication between the agency and the public it serves.

## FY2019 Accomplishments

- **Increase Support for Transit**
  - Advocated for funding master plan via social media: Improved followers, engagement and increased positive sentiment across all social media channels.
    - +1,956 followers
    - 16,808 engagements with content
    - 37% positive vs. 11% negative sentiment at the end of the year
    - Increased the amount and frequency of social media posts resulting in 3 million impressions
    - Planned and executed the very first Trinity Metro influencer campaign around the launch of The Dash resulting in reaching 53K social media accounts in just two days
  - Ensured department representation on select civic and transportation committees to influence regional transit choices.
  - Collaborated with DART to advance TRE ridership by participating in monthly TRE Coordinating Committee meetings and promoting TRE by:
    - Marketing the service during the annual State Fair of Texas.
    - Jointly planning and executing the summer staycation promotion.
    - Collaborating for onboard promotional assets.
  - Through the Operation Lifesaver program, educated 5,192 children and adults about rail safety.
  - Influenced the region's residents and leaders via positive media coverage of TEXRail, ZIPZONE, The Dash. Example: NBC story about TEXRail generating 25% increase in revenue for Grapevine businesses.
- **Educate the Community About the Benefits of Trinity Metro's Services**
  - Continued marketing TCC service on Trinity Metro to ensure increased ridership.
    - Ridership by TCC students increased 9% in comparable months from FY18 to FY19

- Implemented TEXRail marketing and PR campaign to ensure awareness of the service and adoption as the preferred route to DFW Airport throughout Tarrant County.
  - Collected 200+ instances of earned media coverage including multiple national publications
  - September 2019 = highest ridership month to date at 43,757
  - Introduced Spike, the 8th TEXRail DMU. Promoted via social media and with customer outreach effort onboard Spike.
  - DFW Airport Terminal B Station consistently has the highest ridership six days a week
- Focused marketing through campaigns with paid geofenced advertising around the launch of the Mercantile Center ZIPZONE and The Dash.
- Developed Trinity Metronomics, a monthly digital newsletter that is sent to government/business leaders and community influencers to provide statistics and data transparency.
- Added 22 companies to the Trinity Metro EASYRIDE program.
- Conducted an average of five Transit 101 presentations each month.
- **Provide an Outstanding Customer Experience**
  - Continued to work toward completing the organizational rebrand: all vehicles, suite of recognizable brand marketing materials, system and route maps, brochures, and organizational identity materials.
  - Reviewed and updated crisis communications plans for Trinity Metro TEXRail and TRE.
  - Implemented quarterly newsletter for employees and friends of Trinity Metro. News in Motion became digital in Q4 of FY19.
  - Conducted 12 meetings with the United Riverside Neighborhood Association to keep them informed of the Trinity River Bridge project construction.
  - Completed standardizations of vehicle logo placements.
    - 100% fixed route completed
    - 60% paratransit completed
    - 100% service vehicles completed
  - Began the redesign of RIDETRINITYMETRO.org.
  - Implemented the Facebook Chat bot = increased response rate to 70% within 6-hours.
- **Maintain Positive Organizational Culture**
  - Created an organizational photo library suitable for internal and external usage.
  - Continued to support other departments to ensure a consistent customer experience when interacting with Trinity Metro.

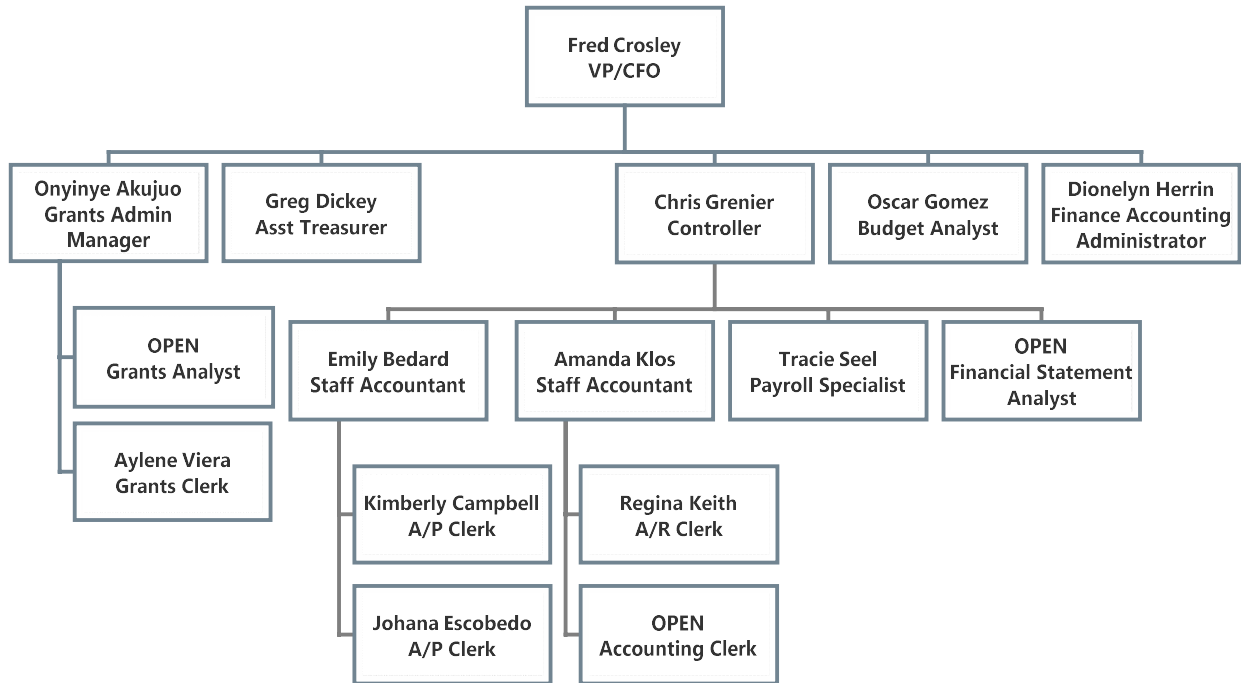
- Organized educational outreach to employees by hosting Brand Engagement Staff Training (BEST) in Q1 of FY20.
- Completed departmental reorganization and created two new positions: Web Developer and Digital Marketing Manager.
- Researched intranet capabilities to extend communications and training channels within the organization.
- Organized town halls for president/CEO to meet with small groups and hear feedback from employees.
- Internally promoted planning and launch of Trinity Metro Medical Clinic.

### **FY2020 Planned Initiatives (Goals)**

- **Increase Support for Transit**
  - Use social media to increase awareness of Trinity Metro news, activities and services.
  - Use civic and networking groups, along with various transportation committees as part of the community outreach strategy.
  - Support the implementation of Transit Moves Fort Worth with community outreach.
- **Educate the Community About the Benefits of Trinity Metro's Services**
  - Collaborate with DART on joint marketing to increase TRE ridership.
  - Use marketing and communications tactics to grow ridership for the TCC partnership program.
  - Implement year round TEXRail marketing and PR to ensure awareness and increase ridership.
  - Launch GovDelivery subscription services to automate customer communications for rider alerts, detours and service notifications.
  - Set measurable objectives for EASYRIDE to ensure program expansion.
  - Focus awareness on special services such as ZIPZONE, Molly the Trolley, The DASH, Lunch Line and TRE Link.
- **Provide an Outstanding Customer Experience**
  - Continue to complete rebranding of organization: all vehicles, suite of recognizable brand marketing materials, system and route maps, and brochures, signage and facilities.
  - Complete the redesign of ridetrinitymetro.org website to ensure appropriate SEO.
  - Create better online map system and trip planner.
  - Complete vehicle-advertising standards for fixed route, paratransit, service vehicle fleets.

- **Maintain Positive Organizational Culture**
  - Develop departmental marketing, communications, sales and business outreach best practices and procedures.
  - Revise and adopt marketing and communication plan templates.
  - Organize educational outreach to employees to create internal brand ambassadors.

# Accounting & Finance



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# Finance

## Functions and Responsibilities

The Finance department monitors Trinity Metro's financial performance, recommends effective allocation of resources, ensure accurate and timely accounting and reporting, processes timely payment of goods and services procured, develops and monitors annual operating and capital budgets, administers federal grant programs, safeguards assets, and facilitates strategic financial planning.

## FY2019 Accomplishments

- **Regional Transit Leadership**
  - Collaborated on budgets for regional transportation initiatives.
  - Provided support with reporting on regional transportation initiatives.
- **Demonstrate the Value of Public Transportation in the Community**
  - Partnered with community services to assist with grant management.
- **Provide the Best Possible Customer Service**
  - Trained new staff at the ITC kiosk to provide excellent customer service
  - Continued to work towards an updated point of sale system.
- **Continue to Improve Organizational Practices and Develop Staff**
  - Encouraged employees to attend training/development offered internally and externally including GFOA's best practices training.
  - Monthly department meeting for staff to discuss issues affecting the department.

## FY2020 Planned Initiatives (Goals)

- **Increase Support for Transit:**
  - Identify and apply for \$5 million of additional greenfield funding.
  - Secure \$500,000 of additional funding by the second quarter.
  - Maintain monthly average depository account balance of less than \$1.5 million.
  - Complete Milestone Progress Reports (MPR's) and Federal Financial Reports (FFR's) 20 days after each quarter.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
  - Enhance general ledger reporting to facilitate the National Transit Database (NTD) reporting by mapping 50 accounts per quarter.
  - Complete the annual audit by February 29.
  - Publish Trinity Metro's Annual Budget and Business plan for the January board meeting.

- Complete the current view of the FY20 budget by April 30, 2020.
- **Provide an Outstanding Customer Experience:**
  - Provide departments with draft copies of Budget to Actual and Vendor by Detail reports for review within three business days after the beginning of the month.
  - Obtain department comments regarding their budget status.
  - Provide departments with final copies of Budget to Actual and Vendor by Detail reports eight business days after the beginning of the month and working towards six business days by May 2020.
  - Draft monthly financials.
  - Increase the frequency of balance sheet account reconciliations by 15 days
  - Add funding source to all expenditures at the requisition level by March 2020.
  - Prepare monthly Investments Status report the 10<sup>th</sup> day of the month
  - Completion of any Board Action items by three business days after the beginning of the month.
  - Integrate grant reporting and maintain in JD Edwards.
- **Maintain Positive Organizational Culture:**
  - Hold monthly department meeting for staff to discuss issues affecting the department and to come up with solutions.



## **BUDGET INTRODUCTION**

The adopted fiscal 2020 operating budget meets key financial standards established by Trinity Metro's Board of Directors to ensure a sound financial future. Operating expenses included in the fiscal 2020 budget total \$113.9 million. Trinity Metro's operating revenue is expected to increase from fiscal 2019 forecasted levels due primarily to a 2.0% projected increase in sales tax revenue.

### **Budget**

Trinity Metro's budget continues to recognize the importance of efficient and cost-effective service that meets the needs of our customers and community, while maintaining a balanced budget. Trinity Metro defines a balanced budget as expenses/expenditures equaling revenues and budgeted surplus. Some of the principal issues Trinity Metro is facing are rising costs and greater service demands. The fiscal 2020 budget illustrates Trinity Metro's continuing work toward financial stability while striving to achieve strategic objectives. One of the primary objectives of the fiscal 2020 budget is managing the cash flows. Managing changes in operating expenses to critical services will help accomplish this goal. The following is a description of Trinity Metro's accounting and budget process and system of controls.

### **Internal Control Structure**

Trinity Metro's management is responsible for establishing and maintaining an effective internal control structure designed to ensure that Trinity Metro'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) and Government Accounting Standard Board (GASB) standards.

Trinity Metro'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 judgements by management.

All internal control evaluations occur within the above framework. Management believes Trinity Metro'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 Trinity Metro'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 Trinity Metro’s financial affairs have been included herein.

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

The activities of Trinity Metro are similar to those of proprietary funds of local jurisdictions; therefore, they 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, Trinity Metro 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 Trinity Metro’s enterprise fund:*

<b>Administration Departments</b>		<b>Operating Departments</b>
ACCESS Administration	Maintenance Administration	ACCESS Maintenance
ACCESS Radio Control	Marketing	ACCESS Operations
ACCESS Street Operations	Material Management	Body Shop
Accounting	Planning & Scheduling	Electronics Shop
Bus Operations Administration	Procurement	Fixed Route Operations
Bus Radio Control	Project Management	Rebuild Engine
Bus Street Operations	Risk & Claims	Running Repair
Customer Care	Safety	Service Rack
Customer Relations	Security	
Envoy Program	Service Scheduling	<b>Grant Funded Departments</b>
Executive Administration	TEXRail	Jobs Access Vanpool (JARC)
Facilities Maintenance	TRE	Northeast Tarrant Transportation (NETS)
Finance		Tarrant County Transit Services (TCTS)
Human Resources		Tarrant County Transit Services Expanded
Information Technology		Vanpool

## **Basis of Accounting**

Trinity Metro’s accounting transactions and financial records are accounted for using the accrual basis of accounting. Under the accrual basis of accounting, revenues are generally recognized in the accounting period in which they are earned and expenses are recorded at the time liabilities are incurred. Grants are recorded in the period in which the assistance expense is incurred, unless the grants allow “pre-award” costs. In these instances, the revenues are often recognized in a period subsequent to that of the related expenses.

## **Basis of Budgeting**

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

## **Financial Policies & Standards**

The Board of Directors, to ensure a sound financial future, adopted Trinity Metro's Financial Policies and Standards on June 6, 2002. The proposed fiscal 2019 budget meets these standards:

- Accounting records shall be maintained in accordance with Generally Accepted Accounting Principles (GAAP) and Government Accounting Standards Board (GASB) standards.
- Trinity Metro'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 Trinity Metro's financial statements and as required by law.
- Trinity Metro 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.
- Trinity Metro 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 Trinity Metro'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.

## **Cash Management and Investments**

Trinity Metro administers a comprehensive cash management program, which includes the effective collection of accounts receivable, the prompt deposit of receipts to Trinity Metro'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 Trinity Metro.
- B. Safety. Preservation and safety of the invested principal.
- C. Liquidity. Trinity Metro'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. Trinity Metro’s investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles commensurate with Trinity Metro’s investment risk constraints and the cash flow characteristics of the portfolio.

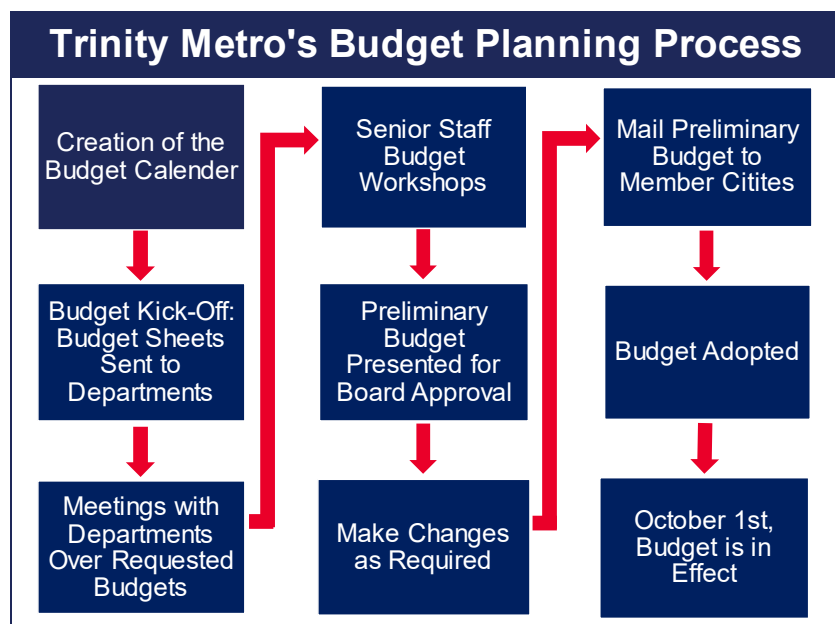
As provided in State law (Chapter 452 of the Texas Transportation Code and the Texas Public Funds Investment Act), Trinity Metro’s investment policy also provides that funds may be invested only in the following:

- 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. Mutual funds meeting certain specified conditions; or
- E. Investment pools meeting certain specified conditions.

Trinity Metro’s investment policy also stipulates the types of financial institutions with which Trinity Metro may make investments and establishes specific collateral and safekeeping requirements.

**Development of the Operating and Capital Budgets**

Proposed operating and capital budgets for the upcoming fiscal year are developed from April through June. Trinity Metro’s management submits annual proposed operating and capital budgets to its Board of Directors in August. 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 in September.



The following table is a timeline of the development of the fiscal 2020 operating and capital budgets:

### FY2020 Budget Calendar

Date/Timeline	Activity
April 18 <sup>th</sup>	<b>FY2020 Budget Kick-off</b> The focus of this meeting is to explain the budget process. Budget Tracking Sheets, which include the first six months of actual expenditures, will be sent via Email. All Senior Staff and Department Heads are invited to attend.
May 2 <sup>nd</sup>	<b>Department Operating Budgets Returned</b> All departments to submit FY20 business goals, key performance indicators, metrics, improvement proposals, and budget tracking sheets for the proposed FY20 budget to Oscar Gomez, Budget Analyst.
May 8 <sup>th</sup>	<b>Proposed Capital Budgets Submitted</b> All departments must submit requests for capital project proposals, both new and any project that will be carried over to FY20.
June 19 <sup>th</sup> – July 12 <sup>th</sup>	<b>FY20 Department Meetings</b> The purpose of these meetings is to review each departments FY20 business goals, key performance indicators, metrics, improvement proposals, budget tracking sheets, and capital requests.
July 19 <sup>th</sup>	<b>1<sup>st</sup> Meeting with Senior Staff / Budget</b> The purpose of this meeting is to review the FY20 business goals, key performance indicators, metrics, improvement proposals, and budget tracking sheets for the proposed FY20 budget. Presentations by Senior Staff for each respective department.
July 25 <sup>th</sup>	<b>2<sup>nd</sup> Meeting with Senior Staff / Budget</b> The purpose of this meeting is to review the FY20 business goals, key performance indicators, metrics, improvement proposals, and budget tracking sheets for the proposed FY20 budget before the Finance Committee meeting. Final recommendations by Senior Staff.
August 2 <sup>nd</sup>	<b>Final Draft of the Budget Sent to Senior Staff</b>
August 9 <sup>th</sup>	<b>Budget to Finance Committee</b>
August 19 <sup>th</sup>	<b>Finance Committee / Budget Workshop</b> The purpose of this meeting is to present the preliminary Operating and Capital Budgets to the Finance and Audit Committee and request they recommend approval to Trinity Metro's Board of Directors.
August 20 <sup>th</sup>	<b>Mail Preliminary Budgets to Member Cities</b> The preliminary budget will be sent out to the member cities of Fort Worth and Blue Mound for review.
August 20 <sup>th</sup>	<b>All Departments to Submit Their FY19 Achievements by August 20</b>
August 26 <sup>th</sup>	<b>Preliminary Board Approval</b>
September 16 <sup>th</sup>	<b>Budget Submitted to the Finance Committee for Adoption</b>
September 23 <sup>rd</sup>	<b>Budget Considered and Adopted by the Board</b>

### Budgetary Controls

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 operation so as to ensure that the use of funds is consistent with the goals and programs authorized by the Board of Directors. In addition, the Budget Analyst, and Vice President & Chief Financial Officer review overall expenses for the organization as a whole to ensure that budgetary parameters are not exceeded.

Trinity Metro also maintains an integrated accounting system for budgetary control, with monthly budget to actual reports distributed to department heads.

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

The President & CEO is authorized to transfer budgeted amounts between departments; however, Trinity Metro's Board of Directors must approve any revisions that alter the total expenses/expenditures of Trinity Metro. 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 operating revenues, operating expenses and capital project grant reimbursement revenues. It presents actual financial results for fiscal 2018, budget and forecast information for fiscal 2019 and budget for fiscal 2020. The “% diff\*” column represents the percent difference between the fiscal 2020 budget and the fiscal 2019 forecast results.

### Operating Budget Summary

(Amounts in Thousands)

	FY2018		FY2019		FY2020	
	Actual	Budget	Forecasted	% Diff	Budget	% Diff *
<b>Service Revenues</b>						
Fixed Route	\$ 5,629	\$ 5,882	\$ 6,022	2.4%	\$ 6,078	0.9%
Para-transit	1,358	1,350	1,211	(10.3%)	1,106	(8.6%)
TRE	2,130	3,060	2,110	(31.0%)	1,929	(8.6%)
TEXRail	-	3,295	417	0.0%	891	0.0%
<b>Total Service Revenue</b>	<b>9,116</b>	<b>13,587</b>	<b>9,761</b>	<b>(28.2%)</b>	<b>10,005</b>	<b>2.5%</b>
<b>Other Revenues</b>						
Sales Tax	78,684	81,352	81,707	0.4%	83,566	2.3%
Investment	5,074	2,000	5,472	173.6%	2,460	(55.0%)
Advertising	550	550	606	10.1%	500	(17.4%)
Operating Grants	30,349	10,652	12,585	18.1%	13,052	3.7%
Capital Grant Reimbursement	174,076	207,118	115,040	(44.5%)	46,067	(60.0%)
Contributions from Grapevine	9,393	9,747	10,145	4.1%	10,550	4.0%
Contributions from Partners	19,032	7,675	3,418	(55.5%)	3,601	5.4%
Miscellaneous	1,414	157	202	28.8%	548	170.5%
Rental Income	741	760	808	6.3%	748	(7.4%)
<b>Total Other Revenue</b>	<b>319,314</b>	<b>320,011</b>	<b>229,982</b>	<b>(28.1%)</b>	<b>161,092</b>	<b>(30.0%)</b>
<b>Total Revenue</b>	<b>328,431</b>	<b>333,598</b>	<b>239,743</b>	<b>(28.1%)</b>	<b>171,097</b>	<b>(28.6%)</b>
<b>Operating Expenses</b>						
Salary and Benefits	39,155	45,213	42,815	(5.3%)	46,410	8.4%
Services	24,794	39,638	35,927	(9.4%)	49,506	37.8%
Fuels and Lubricants	2,075	1,965	2,313	17.7%	2,327	0.6%
Tires and Tubes	427	432	432	0.0%	438	1.3%
Maintenance Materials	2,299	2,494	2,339	(6.2%)	2,443	4.4%
Supplies and Materials	343	466	379	(18.6%)	425	11.9%
Utilities	760	1,038	1,188	14.4%	1,641	38.2%
Insurance	427	3,247	4,710	45.1%	5,435	15.4%
Taxes and Fees	15	20	4	(78.9%)	3	(21.6%)
Interest Expense	-	-	5,671	0.0%	4,164	(26.6%)
Miscellaneous	863	1,124	994	(11.6%)	1,062	6.8%
<b>Total Operating Expenses</b>	<b>71,157</b>	<b>95,637</b>	<b>96,773</b>	<b>1.2%</b>	<b>113,854</b>	<b>17.7%</b>
Other non-operating expense	1,297	77	77	0.0%	71	(8.0%)
<b>Net Available for Capital Expenditures and Reserves</b>	<b>\$ 255,976</b>	<b>\$ 237,884</b>	<b>\$ 142,893</b>	<b>(39.9%)</b>	<b>\$ 57,172</b>	<b>(60.0%)</b>

\* Note: This is the difference between the fiscal 2020 budget and the forecasted fiscal 2019 results.

The following table is the fiscal 2020 department budgets with comparisons to the fiscal 2019 budget and forecast and the fiscal 2018 results.

## Department Budgets

(Amounts in Thousands)

Department Name	FY2018		FY2019		FY2020	
	Actual	Budget	Forecasted	% Diff	Budget	% Diff *
<b>Fixed Route Operations</b>						
Bus Operations Admin	\$ 905	\$ 951	\$ 958	0.7%	\$ 1,161	21.2%
Bus Street Operations	738	786	745	(5.2%)	780	4.8%
Bus Radio Control	400	484	575	19.0%	768	33.4%
Bus Operations	17,204	19,288	17,059	(11.6%)	19,041	11.6%
Rebuild Engine	135	165	160	(2.6%)	162	0.8%
Body Shop	498	661	709	7.2%	690	(2.6%)
Electronics	821	1,039	941	(9.4%)	917	(2.6%)
Running Repair	5,160	6,011	6,050	0.6%	6,287	3.9%
Service Rack	1,466	1,687	1,487	(11.8%)	1,629	9.6%
<b>ACCESS Operations</b>						
ACCESS Administration	1,229	1,164	1,298	11.5%	1,005	(22.5%)
ACCESS Street Operations	137	207	220	6.1%	231	4.9%
ACCESS Radio Control	234	252	233	(7.3%)	258	10.7%
ACCESS Operations	6,981	7,381	6,175	(16.3%)	7,318	18.5%
ACCESS Maintenance	1,581	1,880	2,211	17.6%	2,332	5.5%
<b>Commuter Rail</b>						
TRE	13,752	11,923	13,030	9.3%	15,103	15.9%
TEXRail	214	14,909	18,505	24.1%	23,557	27.3%
<b>General &amp; Administrative</b>						
Business Administration	1,796	2,643	2,651	0.3%	1,932	(27.1%)
Customer Service	899	905	977	8.0%	960	(1.7%)
Envoy Program	-	-	-	0.0%	245	0.0%
Customer Relations	-	-	-	0.0%	849	0.0%
Accounting	974	1,336	1,042	(22.0%)	1,102	5.7%
Finance	662	781	2,166	177.2%	2,275	5.0%
Human Resources	1,615	2,203	1,854	(15.8%)	2,583	39.3%
Information Technology	1,935	2,609	2,480	(4.9%)	3,023	21.9%
Marketing	1,382	2,391	2,502	4.6%	3,124	24.8%
Governmental Relations	377	-	-	0.0%	-	0.0%
Planning	337	463	436	(5.8%)	1,488	240.9%
Procurement	705	1,014	872	(14.0%)	1,100	26.1%
Project Management	125	-	-	0.0%	378	0.0%
Risk	848	797	783	(1.7%)	785	0.3%
Safety	159	171	143	(16.2%)	178	24.6%
Security	1,179	2,731	2,281	(16.5%)	2,542	11.4%
Service Scheduling	276	321	228	(29.2%)	298	30.8%
Maintenance Administration	436	834	813	(2.5%)	981	20.7%
Material Management	473	595	562	(5.5%)	668	18.9%
Facilities Maintenance	3,685	4,686	4,672	(0.3%)	5,840	25.0%
<b>Total Operating Departments</b>	<b>69,321</b>	<b>93,265</b>	<b>94,818</b>	<b>1.7%</b>	<b>111,594</b>	<b>17.7%</b>
<b>Grant Funded Activities</b>						
NETS Program	1,204	1,200	1,181	(1.5%)	1,373	16.2%
TCTS Program	197	260	213	(18.2%)	200	(6.0%)
TCTS Extended Service	-	200	76	(62.1%)	99	30.2%
Vanpool	422	644	464	(27.9%)	542	16.7%
JARC Vanpool	13	68	21	(69.7%)	46	122.2%
<b>Total Grant Funded</b>	<b>1,836</b>	<b>2,372</b>	<b>1,955</b>	<b>(17.6%)</b>	<b>2,260</b>	<b>15.6%</b>
<b>Total Departments</b>	<b>\$ 71,157</b>	<b>\$ 95,637</b>	<b>\$ 96,773</b>	<b>1.2%</b>	<b>\$ 113,854</b>	<b>17.7%</b>

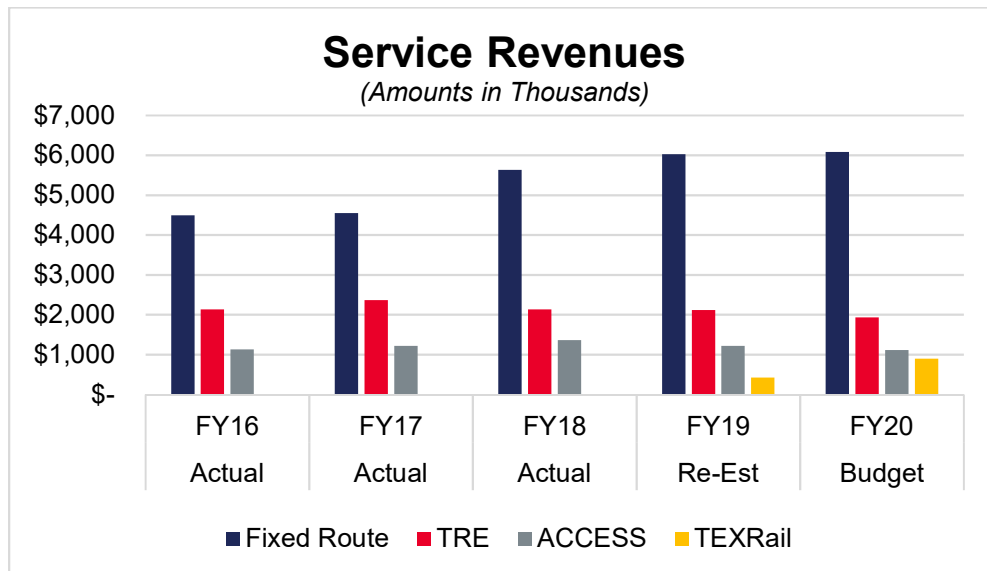
\* Note: This is the difference between the fiscal 2020 budget and the forecasted fiscal 2019 results.

## Revenues

### Service Revenues

Trinity Metro receives service revenue from various sources. Significant service revenue sources are as follows:

- **Fixed route revenue** includes all fare box fees collected from passengers on fixed operating routes and passes sold on the buses and at various outlets;
- **ACCESS paratransit revenue** represents fares paid by Trinity Metro ACCESS 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
- **TEXRail revenue** which represents fare collected from passengers on the TEXRail commuter rail and passes sold at various outlets and ticket vending machines



(Amounts in Thousands)

	Actual FY16	Actual FY17	Actual FY18	Re-Est FY19	Budget FY20
Fixed Route	\$ 4,492	\$ 4,551	\$ 5,629	\$ 6,022	\$ 6,078
TRE	2,131	2,366	2,130	2,110	1,929
ACCESS	1,124	1,212	1,358	1,211	1,106
TEXRail	-	-	-	417	891

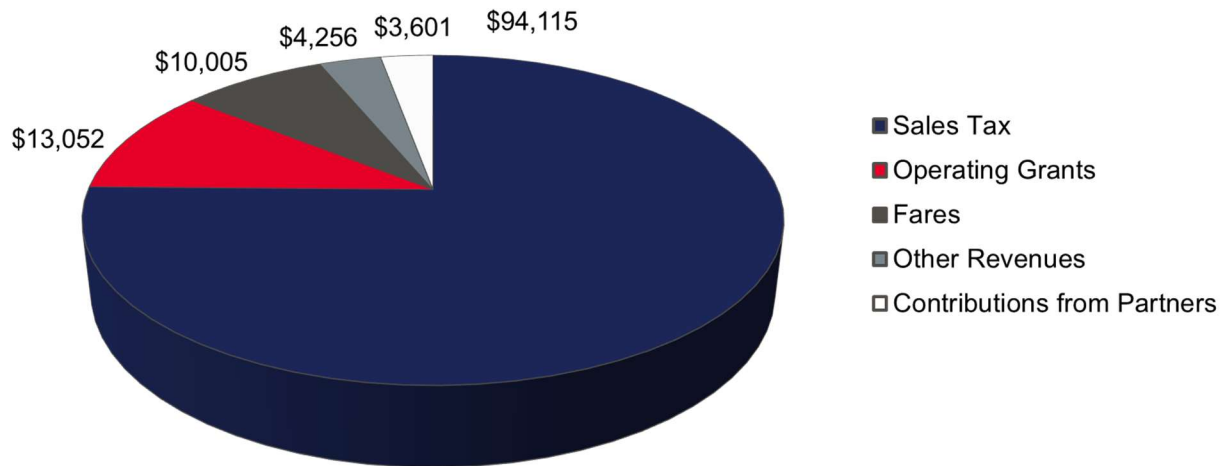
Trinity Metro has seen a positive increase in service revenues despite decreases in ridership. The main reason for this positive trend is due to increases in fare rates.

## Operating Revenues

Trinity Metro’s operating revenue is defined as total revenue less capital grant reimbursement revenue. Trinity Metro’s fiscal 2020 operating revenues are budgeted at \$125 million, which is a \$6.7 million, or 6.1% increase. Sales tax and operating grant revenues are Trinity Metro’s main sources of operating revenues and represent approximately 75.3% and 10.4%, respectively. Operating Revenue also includes revenue from advertising, rental fees, investment earnings, and miscellaneous sources.

### Fiscal 2020 Budgeted Operating Revenue Sources

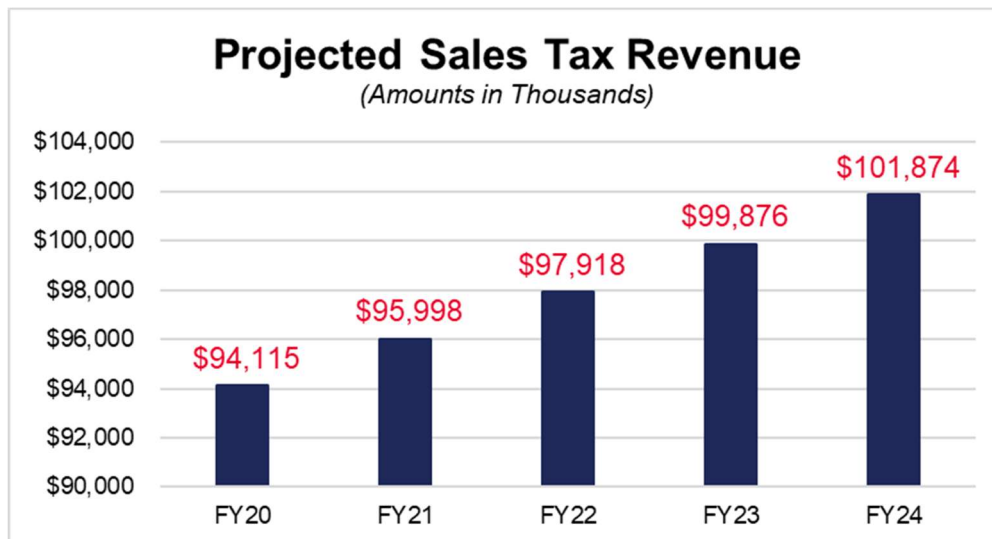
(Amounts in Thousands)



The fiscal 2020 sales tax revenue was budgeted to increase by 2.0% from the fiscal 2019 re-estimated amount. This is a 2.0% reduction from the fiscal 2019 growth rate of 4.0%. Trinity Metro management considered the local sales tax historical trends, the local economy and the local unemployment rate when determining the sales tax budget.

### Projected Sales Tax Revenue

(Amounts in Thousands)



## Grant Revenues

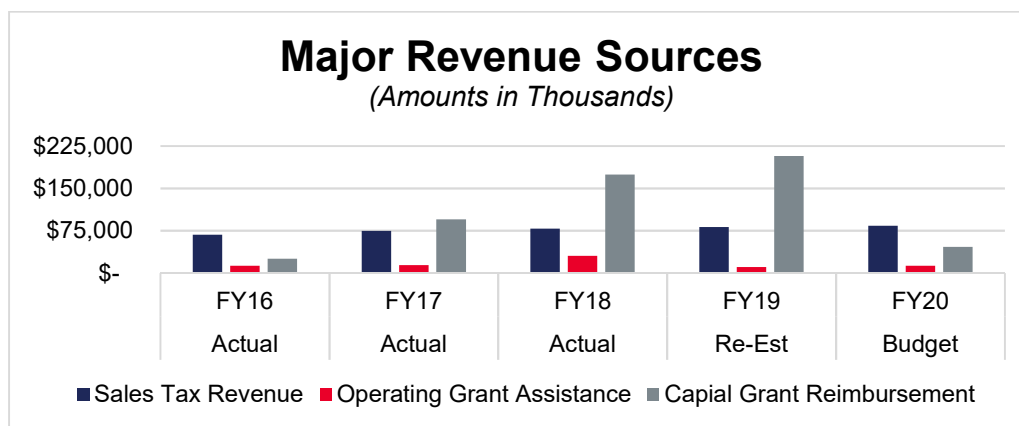
The Federal Transit Administration (FTA) formula grant (5307) represents a significant source of grant revenue that Trinity Metro receives each year. Traffic and population density in the Fort Worth-Dallas Metroplex is used in the calculation that determines how much federal grant assistance is distributed 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 (DART) in Dallas, Trinity Metro in Fort Worth and the Denton County Transit Authority (DART) in Denton.

Operating grant revenues are budgeted to increase by \$467 thousand, or 3.7% due to an increase in formula grant (5307) revenues for preventative maintenance.

Capital grant reimbursement revenues are budgeted to decrease by approximately \$69.0 million, or 60.0% from fiscal 2019. The reason for this is due to the fact that the TEXRail project is largely completed with only minor construction left to be completed. With fewer capital expenditures available there is less capital grant reimbursement received.

### The Trend of Major Revenue Sources

Sales tax revenue, operating grant revenues, and capital grant reimbursement revenue are Trinity Metro's top three major revenue sources. The following charts below show the trends in these revenue sources.



(Amounts in Thousands)

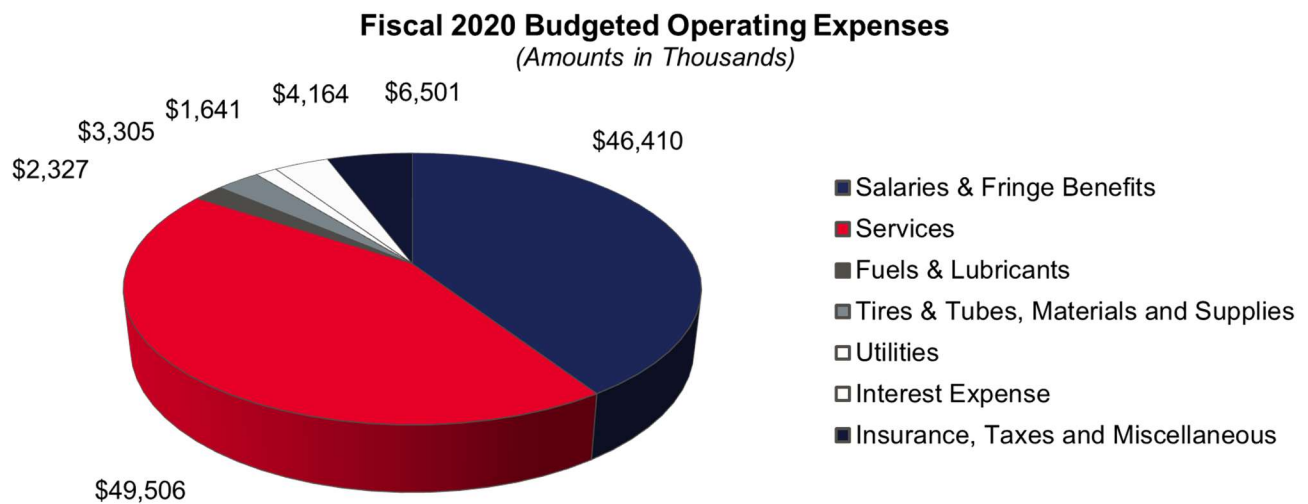
	Actual FY16	Actual FY17	Actual FY18	Re-Est FY19	Budget FY20
Sales Tax Revenue	\$ 67,857	\$ 74,513	\$ 78,864	\$ 81,352	\$ 83,566
Operating Grant Assistance	13,154	14,103	30,349	10,652	13,052
Capital Grant Reimbursement	25,437	95,208	174,076	207,118	46,067
<b>Total Revenue</b>	<b>\$ 106,448</b>	<b>\$ 183,824</b>	<b>\$ 283,289</b>	<b>\$ 299,122</b>	<b>\$ 142,685</b>

The major increase in capital grant reimbursement revenues in fiscal 2017 was due to the TEXRail project construction. As the project is nearing completion capital grant reimbursement revenues are expected to decrease.

## Expenses

### Operating Expenses

Trinity Metro’s fiscal 2020 operating budget is \$113.9 million, which is a \$17.1 million, or 17.6% increase from fiscal 2019. The significant increase in operating expenses is mainly attributed to the increase of TEXRail service from 1-hour headways to 30-minute headways during peak service hours, new costs related to Positive Train Control for TRE, and increases in salaries and fringe benefits to support increases in service for bus and rail.



**Services** are Trinity Metro’s largest expense category budgeted at \$49.5 million, which is a \$10.4 million, or a 39.4% increase from fiscal 2019. Services primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party contractors operate Trinity Metro’s commuter rail services and certain grant-funded programs. Additionally, Trinity Metro’s paratransit service called Trinity Metro ACCESS contracts approximately 65% of its trips.

(Amounts in Thousands)

	FY19 Re-Est.	FY20 Budget	Inc (Dec)	
			\$	%
<b>Purchased Transportation</b>				
TRE	\$ 12,778	\$ 14,683	\$ 1,905	14.9%
TEXRail	8,307	13,672	5,365	64.6%
ACCESS Contract Service	3,021	3,836	815	27.0%
NETS/TCTS	1,470	1,669	199	13.5%
Bus Operations	712	2,425	1,714	240.8%
Vanpool Service	70	458	387	549.7%
<b>Total Purchased Transportation</b>	<b>26,287</b>	<b>36,284</b>	<b>1,913</b>	<b>38.0%</b>

**Services - Other**

Security	\$ 2,169	\$ 2,429	\$ 261	12.0%
Marketing	1,633	2,152	519	31.7%
Facilities Maintenance	1,427	1,599	172	12.0%
Information Technology	1,421	1,588	167	11.8%
Human Resources	691	1,316	624	90.3%
Planning	337	453	116	34.5%
Other departments, net	1,892	3,218	1,325	70.0%
<b>Total Services - Other</b>	<b>\$ 9,570</b>	<b>\$ 12,754</b>	<b>\$ 3,184</b>	<b>33.3%</b>
<b>Total Services</b>	<b>\$ 35,857</b>	<b>\$ 49,038</b>	<b>\$ 13,182</b>	<b>36.8%</b>

**Salaries and fringe benefits** are the second largest expenses category budgeted at \$46.6 million, which is a \$3.6 million, or 8.4% increase from fiscal 2019. The reason for this increase is due to added positions to support the increase in services. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A four-year labor contract was executed effective October 1, 2016; and will expire on September 30, 2020.

*(Amounts in Thousands)*

	FY19	FY20	Inc (Dec)	
	Re-Est.	Budget	\$	%
<b>Salaries &amp; Wages</b>				
RATP Ops -CB	\$ 19,620	\$ 20,540	\$ 920	4.7%
RATP Admin	5,048	5,106	58	1.1%
FWTA Admin	7,661	8,677	1,017	13.3%
<b>Total Salaries &amp; Wages</b>	<b>32,329</b>	<b>34,323</b>	<b>1,995</b>	<b>6.2%</b>
<b>Fringe Benefits</b>				
Health insurance	5,100	5,300	200	3.9%
Other fringe	5,410	5,580	170	3.1%
<b>Total Fringe Benefits</b>	<b>10,510</b>	<b>10,880</b>	<b>370</b>	<b>3.5%</b>
<b>Total Salaries and Fringe Benefits</b>	<b>\$ 42,839</b>	<b>\$ 45,203</b>	<b>\$ 2,365</b>	<b>5.5%</b>

**Insurance** is the largest portion of the other expense at \$4.7 million. This expense category increased \$725 thousand, or 15.4% from fiscal 2019. The reason for the increase is due to running a full year of revenue service for TEXRail.

*(Amounts in Thousands)*

	FY19	FY20	Inc (Dec)	
	Re-Est.	Budget	\$	%
<b>Insurance</b>				
Rail Insurance	\$ 3,847	\$ 4,857	\$ 1,010	26.3%
Other Insurance	864	578	\$ (285)	-33.0%
<b>Total Insurance</b>	<b>\$ 4,710</b>	<b>\$ 5,435</b>	<b>\$ 725</b>	<b>-5.1%</b>



## Capital Expenses

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 to 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 conditions, the cost is recorded as an expense in the year it is incurred.

Trinity Metro's capital budget for fiscal 2020 is \$1.1 billion. It includes several large multi-year projects. The projected capital expenditures for fiscal 2020 are \$106.8 million and Trinity Metro's share from local funds is expected to be \$59.2 million. The remainder will come from federal grants and partner contributions, which is expected to be \$46.1 million and \$1.5 million respectively.

There are several large non-routine capital expenditures for fiscal 2020:

- **TRE Trinity River Bridge:** a multi-year project for \$34.2 million. Trinity Metro needs to rehab the existing bridge and add a second bridge to enhance the structural capability of the bridge, increase its capacity, and eliminate delays caused by freight trains;
- **TRE Trinity Lakes Station:** a construction project for a new TRE station in East Fort Worth that will anchor transit-oriented development. Trinity Metro has partnered with Newell Companies, which has set aside 200 acres for a mixed-use development adjacent to the rail station;
- **Revenue Vehicle Replacements:** purchases for 10 new 40-foot buses expected for delivery in December of 2019 and 20 40-foot buses and 4 30-foot buses expected for delivery in July 2020.

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

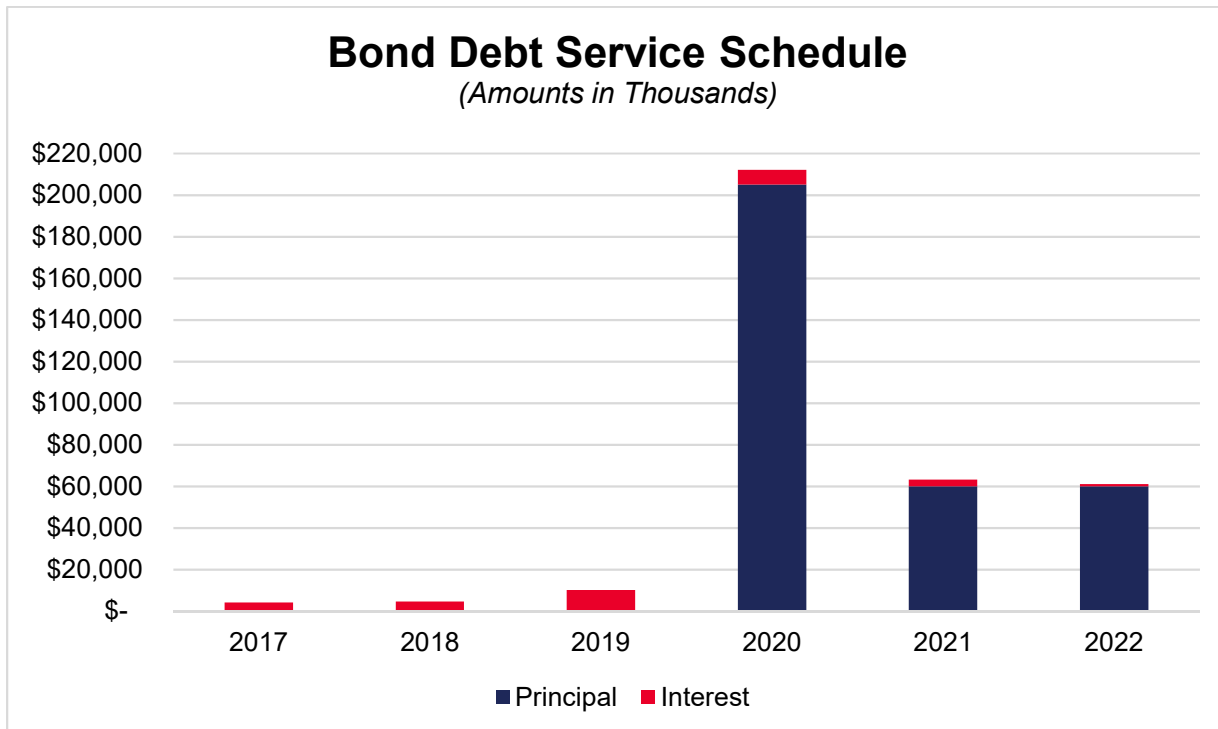
## Debt Administration

Trinity Metro does not have the authority to issue any long-term debt over five years ("long-term debt") and has no legal debt limit. As of September 30, 2011, Trinity Metro 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.

With the current financial structure of the TEXRail project, long term debt financing was not necessary. New Starts FFGA payments began in fiscal 2017, however there was a cash flow deficit for project capital expenditures (CAPEX) from fiscal 2018 through fiscal 2020. This cash flow deficit was met by short-term borrowing with rapid repayment. With the current project schedule, the maximum projected amount of short-term debt was



reached in the fourth quarter of 2018 in an amount of \$325 million. Repayments on the loan commence in fiscal 2020 with full liquidation of the debt in fiscal 2022. The net proceeds of the short-term borrowing were \$325 million. The total payments on the short-term borrowing are \$355.3 million, which includes interest of \$30.3 million. There is \$3.7 million in costs related to the issuance of the debt.



(Amounts in Thousands)

Fiscal Year	Principal	Interest	Annual Debt Service
2017	\$ -	\$ 4,159	\$ 4,159
2018	-	4,627	4,627
2019	-	10,139	10,139
2020	205,000	7,154	212,154
2021	60,000	3,157	63,157
2022	60,000	1,075	61,075
<b>Total</b>	<b>\$ 325,000</b>	<b>\$ 30,311</b>	<b>\$ 355,311</b>

## Full-Time Equivalents (FTEs)

The following table represents the summary of budgeted employees by department for fiscal 2020 compared to actual year-end employee counts for fiscal years 2019 and 2018. The employee counts represent full-time equivalents.

### Summary of Employees by Department (in FTE's)

Fiscal Years	Actual 2018	Actual 2019	Budget 2020
<b>Administration Departments:</b>			
<b>General &amp; Administrative:</b>			
Executive Administration	7.0	9.5	5.5
Customer Care	15.5	15.5	15.5
Customer Relations	0.0	0.0	13.0
Accounting	9.0	11.0	9.0
Finance	6.0	6.0	7.0
Human Resources	11.0	12.0	14.0
Information Technology	8.0	9.0	12.0
Marketing	5.5	9.5	9.5
Governmental Relations	4.0	0.0	0.0
Planning & Development	3.0	3.0	6.5
Procurement & Contract Admin	8.0	9.0	10.0
Project Management	1.0	0.0	2.0
Risk & Claims	2.0	2.0	2.0
Safety	1.0	1.0	1.0
Security	1.0	1.0	1.0
Service Scheduling	3.0	3.0	3.0
<b>Commuter Rail:</b>			
TEXRail	4.0	4.0	3.0
TRE	3.0	2.0	2.0
<b>Fixed Route:</b>			
Bus Ops Administration	9.0	10.0	12.0
Bus Street Ops	10.0	8.0	8.0
Bus Radio Control	6.0	7.0	7.0
<b>Maintenance:</b>			
Maintenance Administration	6.0	6.0	6.0
Material Management	10.0	10.0	10.0
Facilities Maintenance	38.0	42.0	40.0
<b>ACCESS:</b>			
ACCESS Administration	15.0	16.0	11.0
ACCESS Street Ops	3.0	3.0	3.0
ACCESS Radio Control	3.0	3.0	3.0
<b>Total Administration</b>	<b>192.0</b>	<b>202.5</b>	<b>216.0</b>

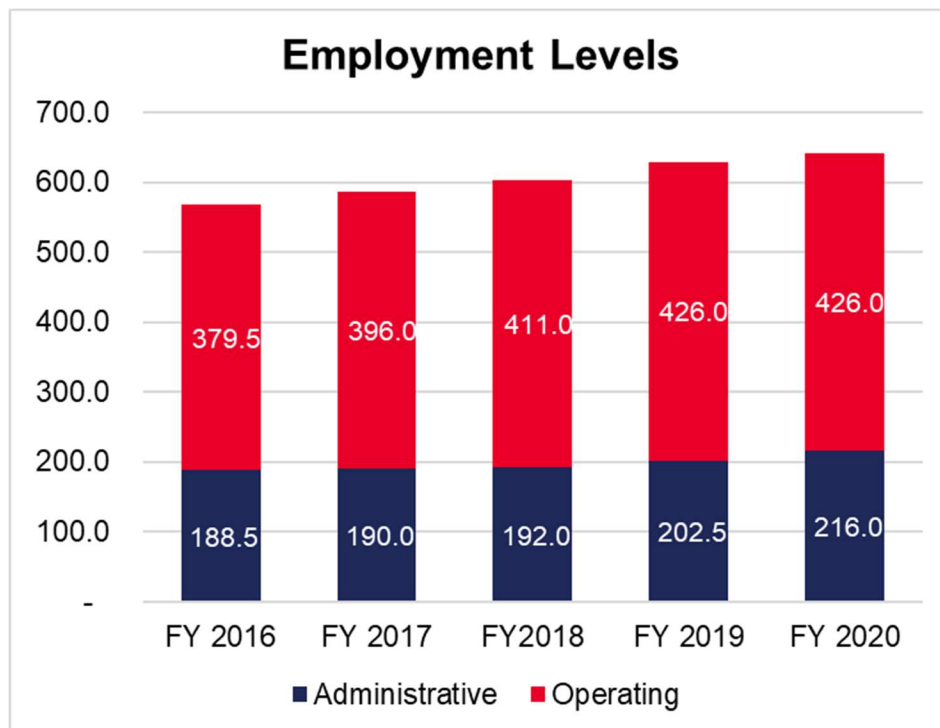
**Summary of Employees by Department (in FTE's)**

Fiscal Years	Actual 2018	Actual 2019	Budget 2020
<b>Page 1 Subtotal:</b>	192.0	202.5	216.0
<b>Operating Departments:</b>			
ACCESS Maintenance	16.0	16.0	16.0
Rebuild Engine/Repair	2.0	2.0	2.0
Body Shop	8.0	8.0	8.0
Electronics Shop	11.0	11.0	11.0
Running Repair	34.0	34.0	34.0
Service Rack	30.0	30.0	30.0
ACCESS Operations	50.0	51.0	51.0
Fixed Route Operations	260.0	274.0	274.0
<b>Total Operating:</b>	411.0	426.0	426.0
<b>Grant-funded Program:</b>			
Vanpool	2.0	2.0	0.0
Envoy Program	0.0	0.0	8.5
<b>Total Grant-funded:</b>	2.0	2.0	8.5
<b>Total Departments:</b>	605.0	630.5	650.5

The following is a summary of significant staffing changes in the fiscal 2020 budget compared to the actual 2019 FTE's.

- **Executive Administration:** The decrease is the result of moving 2 positions to the Customer Relations department, 1 position to the Project Management department, and 1 position to the Bus Operations Administration department.
- **Customer Relations:** A new department created by moving 5 positions from the ACCESS Administration department, 2 positions from the Administration department, 3 positions from the Accounting department, and 1 position from the Facilities Maintenance department.
- **Accounting:** The decrease is the result of moving 3 positions to the Customer Relations department, which is offset by the addition of 1 new position.
- **Finance:** The increase is the result of the addition of 2 new positions, which is offset by moving 1 position to the Planning department.
- **Human Resources:** The increase is the result of adding 2 new positions.
- **Information Technology:** The increase is the result of adding 3 new positions.
- **Planning & Development:** The increase is due to the addition of 1 new position and moving 1 position from the Finance department and 1 position from the Facilities Maintenance department.
- **Procurement & Contract Administration:** The increase is due to the addition of 1 new position.

- **Project Management:** The increase is due to moving 1 position from the Administration department and 1 position from the TEXRail department.
- **TEXRail:** The decrease is due to moving 1 position to the Project Management department.
- **Bus Operations Administration:** The increase is due to 1 new position and moving 1 position from the Administration department.
- **Facilities Maintenance:** The decrease is due to moving 1 position to the Customer Relations department and moving 1 position to the Planning department.
- **ACCESS Administration:** The decrease is due to moving 5 positions to the Customer Relations department.
- **Vanpool Program:** The decrease is the result of moving 2 positions to the Customer Relations department.
- **Envoy Program:** A new department with the addition of 8.5 new positions.



## Capital

Trinity Metro'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. Trinity Metro's capital budget for fiscal 2020 is \$1.1 billion. The projected capital expenditures for fiscal 2020 are \$106.8 million and Trinity Metro's share, from local funds, is expected to be \$59.2 million. Our federal capital grant reimbursement is expected to be \$46.1 million and contributions from partners is expected to be \$1.5 million.

The capital projects in the fiscal 2020 budget are summarized in the "Capital Budget" section. Capital investment for years beyond fiscal 2020 relate primarily to 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 2020 will be less than budget.

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## Fiscal 2020 Capital Budget

(Amounts in Thousands)

	Total Budget	Federal Share	Partner Contribution	Local Share
<b>FY19 Projects Carried Over:</b>				
<b><u>Bus / Facilities Maintenance</u></b>				
Electric Buses / Dash	\$ 6,517	\$ 4,600	\$ -	\$ 1,917
FY19 Bus Replacement (10)	5,494	4,670	-	824
Grove Street Design and Renovations	6,500	2,987	-	3,513
Parking Lot Lights	590	396	-	194
Underground Fuel Tanks Replacement	200	-	-	200
Warehouse AC Unit	177	-	-	177
Mezzanine for Building Maintenance	150	-	-	150
Building Rebranding	150	-	-	150
Re-Key All Buildings	90	-	-	90
Wellness Center Paint and Floor	29	-	-	29
<b><u>Trinity Railway Express</u></b>				
TRE Trinity River Bridget Design & Const	34,200	-	-	34,200
Positive Train Control	11,150	-	-	11,150
Trinity Lakes Station	8,500	4,500	1,000	3,000
TRE Grade Crossings	800	640	-	160
TRE Station Security Video Enhancement	365	292	-	73
<b><u>Other</u></b>				
Enterprise Resource Planning Replacement	9,000	-	-	9,000
Automated Fare Collection System	5,137	-	-	5,137
Intelligent Transportation System	3,900	-	-	3,900
Fleet-wide Passenger Information System	2,714	966	-	1,748
Trinity Metro Mobile App	2,500	-	500	2,000
Security Camera System on Fleet	1,337	1,069	-	267
Point of Sale System	800	640	-	160
Security Projects - Access Control Software	446	356	-	89
IT Equipment Replacement - FY18-FY21	334	-	-	334
FY19 Non-Revenue Vehicle Purchase	330	264	-	66
Bus Stop Manager / Trapeze	116	93	-	23
Downtown Shelter Lighting	72	58	-	14
HRP Training and Conference Room Furniture	40	-	-	40
Recording System	33	-	-	33
Industrial Shelving System Analysis	30	-	-	30
Security Projects - ELERTS	25	20	-	5
<b>Total FY19 Projects Carried Over</b>	<b>\$ 101,724</b>	<b>\$ 21,551</b>	<b>\$ 1,500</b>	<b>\$ 78,673</b>



## Fiscal 2020 Capital Budget

(Amounts in Thousands)

	Total Budget	Federal Share	Partner Contribution	Local Share
<b>Page 1 Subtotal</b>	\$ 101,724	\$ 21,551	\$ 1,500	\$ 78,673
<b>FY20 "New" Capital Projects:</b>				
<b><u>Bus / Facilities Maintenance</u></b>				
FY20 Bus Replacement (24)	13,997	10,000	-	3,997
FY20 Paratransit Vehicle Replacement (7)	1,330	1,131	-	200
FY20 Concrete Repair	215	-	-	215
Replace HVAC Rooftop Units	169	-	-	169
Replace Roof at 130 E. 4th Street	325	-	-	325
FY20 Facilities Capital Maintenance	50	-	-	50
Fencing at Fort Worth Central Station	178	-	-	178
<b><u>Trinity Railway Express</u></b>				
TRE Double Tracking	29,500	14,750	-	14,750
FY20 TRE Capital Maintenance	13,178	4,002	-	9,176
TRE Ticket Vending Machine Replacements	544	-	-	544
<b><u>Other</u></b>				
ADA Accessible Bus Stops	400	320	-	80
Passenger Enhancement - Shelters	361	289	-	72
Trapeze OPS-Web	199	-	-	199
Trapeze DriverMate CAD/AVL	177	-	-	177
Train Platform Validators	154	-	-	154
FY20 Miscellaneous Equipment	193	-	-	193
NEXTBUS Modem Upgrade - 4G	100	-	-	100
Facilities Shelter Truck	55	44	-	11
Battery Room Renovations	28	-	-	28
Treadmills	25	-	-	25
Industrial Shelving Systems Analysis	18	-	-	18
<b>Total FY20 "New" Capital Projects</b>	<b>\$ 61,195</b>	<b>\$ 30,536</b>	<b>\$ -</b>	<b>\$ 30,659</b>
<b><u>TEXRail</u></b>	<b>1,034,412</b>	<b>531,110</b>	<b>123,830</b>	<b>379,472</b>
<b>Grand Total All Projects</b>	<b>\$1,197,331</b>	<b>\$ 583,198</b>	<b>\$ 125,330</b>	<b>\$ 488,804</b>



**Project Title: Electric Buses**

**Description of Project:** This project is for the purchase of four electric buses, delivered in late fiscal 2019, and the installation of charging stations. Expenses for fiscal 2020 are for the installation of the charging stations.

**Schedule of Project Costs:**

Total Budget: \$ 6,517,095  
Prior Year Actual Expenses: \$ 3,904,409  
Projected Expenditures (This year): \$ 2,612,686

**Sources of Funding:**

Sales Tax: \$ 1,917,095  
Federal: \$ 4,600,000  
Other: None



**Operating Budget Effect:** *Non-routine capital, federal and local funds, expected increase in utilities and maintenance expenses.*

**Project Title: FY19 Bus Replacement**

**Description of Project:** This project is for the replacement of revenue buses that have surpassed their useful life with ten 40-foot buses.

**Schedule of Project Costs:**

Total Budget: \$ 5,494,400  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 5,494,400

**Sources of Funding:**

Sales Tax: \$ 824,160  
Federal: \$ 4,670,240  
Other: None



**Operating Budget Effect:** *Routine capital, federal and local funds, reduced maintenance costs are expected.*

**Project Title: Grove St. Design and Renovations**

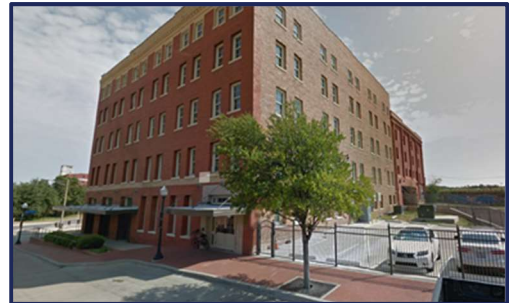
**Description of Project:** The 801 Grove St. building was purchased with the sole purpose of renovating it into the new Trinity Metro Headquarters.

**Schedule of Project Costs:**

Total Budget: \$ 6,500,000  
Prior Year Actual Expenses: \$ 234,273  
Projected Expenditures (This year): \$ 3,000,000

**Sources of Funding:**

Sales Tax: \$ 3,512,800  
Federal: \$ 2,987,200  
Other: None



**Operating Budget Effect:** *Non-routine capital, federal and local funds, expected increase in utilities and maintenance expenses.*

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**Project Title: Parking Lot lighting**

**Description of Project:** This project is for the replacement of the parking lot lights at all of our facilities. The Train Stations, Transfer Centers, Park and Rides, and Employee and Bus lots have fixtures that are deteriorating. The aluminum housing is cracking and allowing water into the fixture causing the internal workings to short out and not work.

**Schedule of Project Costs:**

Total Budget: \$ 590,000  
Prior Year Actual Expenses: \$ 11,760  
Projected Expenditures (This year): \$ 514,219

**Sources of Funding:**

Sales Tax: \$ 193,805  
Federal: \$ 396,195  
Other: None



**Operating Budget Effect:** *Non-routine capital, federal and local funds, no impact on the operating budget.*

**Project Title: Decommissioning Existing Underground Fuel Tanks and Installing Above-ground Tanks**

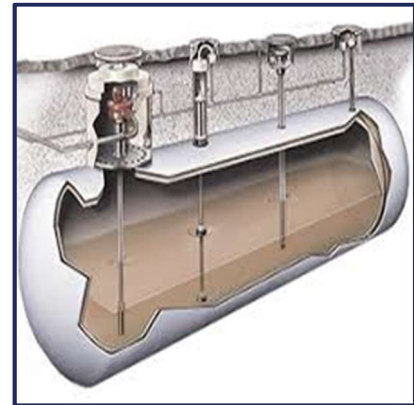
**Description of Project:** The existing underground fuel tanks are over-sized and require too much effort to maintain and comply with regulatory requirements. This Project is to utilize an IDIQ firm to analyze available options to decommission the tanks, and hire contractors to install new and above-ground tanks, pumps and dispensers, decommission existing underground tanks, restore site, and file applicable documents with the City of Fort Worth and the State of Texas.

**Schedule of Project Costs:**

Total Budget: \$ 200,000  
Prior Year Actual Expenses: \$ 37,751  
Projected Expenditures (This year): \$ 162,249

**Sources of Funding:**

Sales Tax: \$ 200,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

**Project Title: Warehouse AC Unit**

**Description of Project:** If the warehouse is going to become a functional warehouse/parts room and will be managed, AC and Heat will be needed. Adding HVAC to the warehouse will help ensure that the door remains closed in the summer and help control unwanted access and keep a tighter control on managing the supplies in the warehouse. The building gets very warm in the summer and very cold in the winter. Additional chemicals would also be able to be stored in there if it were conditioned.

**Schedule of Project Costs:**

Total Budget: \$ 176,550  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 176,550

**Sources of Funding:**

Sales Tax: \$ 176,550  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

**Project Title: Building Maintenance Mezzanine**

**Description of Project:** This project is for adding a mezzanine or second floor to the building maintenance shop for additional storage and workspace. Trinity Metro’s facilities continue to grow. We have added numerous properties, shelters, transfer centers, and park and rides. We are also increasing though TEXRail and have expanded our services to Burnett Plaza. There are only two offices, a bathroom and a breakroom that have air conditioning. We have run out of space in the current maintenance building to safely work.

**Schedule of Project Costs:**

Total Budget: \$ 150,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 150,000

**Sources of Funding:**

Sales Tax: \$ 150,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

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**Project Title: Building Rebranding**

**Description of Project:** With the Rebranding effort to change the name from the T to Trinity Metro, there are numerous logos throughout all of our facilities that will require removing the T name and logo and replacing it with the Trinity Metro logo. This will require monument signs at buildings, park and rides, train stations and transfer centers as well as logos and signs on the buildings such as the HRP, Wellness Center, Body Shop, and Warehouse. This price does not include marketing materials or bus stop signage.

**Schedule of Project Costs:**

Total Budget: \$ 150,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 150,000

**Sources of Funding:**

Sales Tax: \$ 150,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

**Project Title: Re-Key All Buildings**

**Description of Project:** This is a carryover project to rekey all locks to a new master system. Over the last 15-23 years, locks have been changed and far too many master keys have been given out and with all the recent office moves the original set up for sub master keys is outdated and obsolete. We would like to re-key all of the buildings to ensure everyone has the keys they need to access their areas while still providing security and safety throughout the buildings. We also plan to add key boxes to each building to ensure that everyone has access to areas they need to get into without giving out so many keys.

**Schedule of Project Costs:**

Total Budget: \$ 90,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 90,000

**Sources of Funding:**

Sales Tax: \$ 90,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

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**Project Title: Wellness Center Paint and Floor**

**Description of Project:** The wellness center is nine years old and the paint on the ceiling and ductwork is starting to peel. The interior walls are also starting to show their age as well as the floor in the cardio room. This project would repaint the interior of the wellness center and replace the flooring in the cardio room.

**Schedule of Project Costs:**

Total Budget: \$ 28,840  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 28,840

**Sources of Funding:**

Sales Tax: \$ 28,840  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*



**Project Title: TRE Trinity River Bridge Project**

**Description of Project:** Trinity Metro needs to rehab the existing bridge and add a second bridge and track to enhance the structural capability of the bridge, increase its capacity, and eliminate delays caused by freight trains.

**Schedule of Project Costs:**

Total Budget: \$ 34,200,000  
Prior Year Actual Expenses: \$ 16,671,358  
Projected Expenditures (This year): \$ 13,000,000

**Sources of Funding:**

Sales Tax: \$ 34,200,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, TRE O&M costs on the existing bridge would be reduced since the existing bridge would be rehabilitated as part of this project.*

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**Project Title: Positive Train Control**

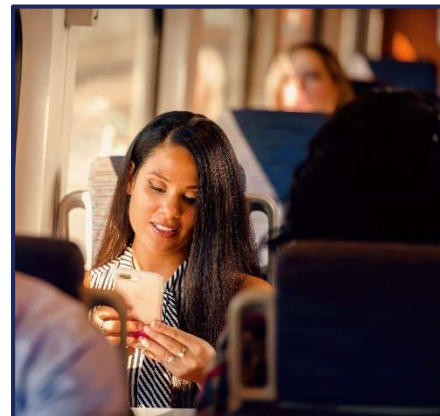
**Description of Project:** Positive Train Control (PTC) is technology designed to automatically stop or slow a train before an accident occurs. The Rail Safety Improvements Act of 2008 (RSLA) mandates that (PTC) be installed on all rail main lines used to carry passengers.

**Schedule of Project Costs:**

Total Budget: \$ 11,150,000  
Prior Year Actual Expenses: \$ 10,440,681  
Projected Expenditures (This year): \$ 709,319

**Sources of Funding:**

Sales Tax: \$ 11,150,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital project, local funds, project increase in maintenance costs.*

**Project Title: TRE Trinity Lakes Station**

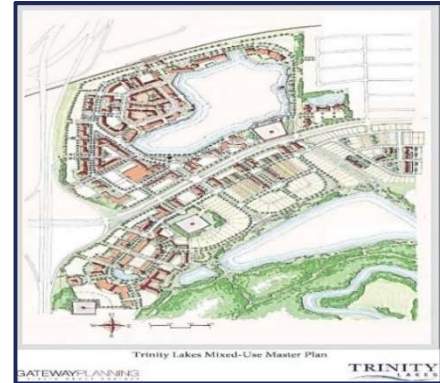
**Description of Project:** In May 2016 the City of Richland Hills withdrew its membership from Fort Worth Transportation Authority. Dallas Area Rapid Transit (DART) has requested Trinity Metro to close or relocate the TRE Richland Hills Station. Construction is expected to begin in early fiscal 2020 with a projected completion date of December 2020.

**Schedule of Project Costs:**

Total Budget: \$ 8,500,000  
Prior Year Actual Expenses: \$ 300,000  
Projected Expenditures (This year): \$ 8,200,000

**Sources of Funding:**

Sales Tax: \$ 3,000,000  
Federal: \$ 4,500,000  
Other: \$ 1,000,000



**Operating Budget Effect:** *Non-routine capital, local and other funds, no impact on the operating budget.*

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**Project Title: TRE Calloway-Cemetery Road and Tarrant-Main Street Grade Crossings**

**Description of Project:** The existing TRE grade crossings at Calloway Cemetery Road and Tarrant Main Street are substandard because of the geometry of the crossing, a large number of adjacent driveways, and a high number of truck traffic. Trinity Metro’s Board approved an agreement with Viridian, an Arlington developer, to improve the crossings and convert them into a quiet zone. Trinity Metro will pay for the railroad construction at Calloway Cemetery crossing and Viridian will pay for all roadway construction plus the railroad construction at Tarrant Main Street crossing.

**Schedule of Project Costs:**

Total Budget: \$ 800,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 800,000

**Sources of Funding:**

Sales Tax: \$ 160,000  
Federal: \$ 640,000  
Other: None



**Operating Budget Effect:** *Non-routine capital, local and federal funds, TRE O&M costs on the existing crossings would be reduced after the new crossings are constructed.*

**Project Title: TRE Station Security Video Enhancement**

**Description of Project:** This project will replace obsolete cameras and other related monitoring equipment at the existing FWCS workstation, the installation of seven cameras at the ITC, Bell and T&P Stations. The new cameras shall provide complete surveillance coverage of all TRE Stations. The new video system shall have the ability to integrate with the TEXRail video system additions.

**Schedule of Project Costs:**

Total Budget: \$ 365,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 365,000

**Sources of Funding:**

Sales Tax: \$ 73,000  
Federal: \$ 292,000  
Other: None



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

**Project Title: Enterprise Resource Planning Replacement**

**Description of Project:** This project is for the new ERP Replacement including the replacement of the virtual servers to support disaster recovery. The ERP system performs all of the back office business functions necessary for Trinity Metro's day-to-day tasks including financial management, human resources management, maintenance, material management, and payroll. This project replaces Trinity Metro's old ERP system (in place for 14 years) with a system better suited to allow users to quickly and efficiently accomplish business objectives.

**Schedule of Project Costs:**

Total Budget: \$ 9,000,000  
Prior Year Actual Expenses: \$ 8,500,000  
Projected Expenditures (This year): \$ 500,000

**Sources of Funding:**

Sales Tax: \$ 9,000,000  
Federal: None  
Other: None



**Operating Budget Effect: *Non-routine capital, local funds, annual maintenance costs are estimated at \$193,687.***



**Project Title: Automated Fare Collection System**

**Description of Project:** This project is for the replacement of the fare collection system, which includes hardware and software to bring our processes into the 21<sup>st</sup> century. Some of the items this system might include:

- Streamlining fare media
- Ensuring seamless integration
- Using current technology to provide real-time data for improved analysis and revenue management

**Schedule of Project Costs:**

Total Budget:	\$ 5,136,678
Prior Year Actual Expenses:	\$ 3,685,333
Projected Expenditures (This year):	\$ 1,451,345

**Sources of Funding:**

Sales Tax:	\$ 5,136,678
Federal:	None
Other:	None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

**Project Title: Intelligent Transportation System**

**Description of Project:** This project is for an ITS System for all revenue service vehicles. An ITS system is needed to monitor and control all of Trinity Metro’s services in real-time. This will allow Trinity Metro to provide exceptional service to our customers by allowing real-time monitoring of schedule adherence, passenger counts, and vehicle health across our entire service area.

**Schedule of Project Costs:**

Total Budget:	\$ 3,500,000
Prior Year Actual Expenses:	None
Projected Expenditures (This year):	\$ 2,500,000

**Sources of Funding:**

Sales Tax:	\$ 3,500,000
Federal:	None
Other:	None



**Operating Budget Effect:** *Non Routine capital project, local funds, additional operating and maintenance costs will be associated with this project.*

**Project Title: Fleet-wide Passenger Information System**

**Description of Project:** This project is for the implementation of an automatic voice announcement system (AVAS) and automatic passenger counters (APC) on all the buses.

**Schedule of Project Costs:**

Total Budget:	\$ 2,713,501
Prior Year Actual Expenses:	\$ 2,458,797
Projected Expenditures (This year):	\$ 254,704

**Sources of Funding:**

Sales Tax:	\$ 1,747,774
Federal:	\$ 965,727
Other:	None



**Operating Budget Effect:** *Non-routine capital, federal and local funds, no impact on the operating budget.*

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**Project Title: Trinity Metro Mobile App**

**Description of Project:** This project is for the purchase, design, and installation of an app for Trinity Metro. This app will help promote Trinity Metro with easier access to trip planning and will help promote our brand over third party providers. This app will be more fun for our customers and should increase ridership.

**Schedule of Project Costs:**

Total Budget:	\$ 2,500,000
Prior Year Actual Expenses:	None
Projected Expenditures (This year):	\$ 2,500,000

**Sources of Funding:**

Sales Tax:	\$ 2,000,000
Federal:	None
Other:	\$ 500,000



**Operating Budget Effect:** *Routine capital, local funds and partner contributions, projected increases for annual maintenance.*

**Project Title: Security Camera System on Fleet**

**Description of Project:** This project is for the replacement of the existing bus camera system, on the older bus fleet.

**Schedule of Project Costs:**

Total Budget: \$ 637,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 637,000

**Sources of Funding:**

Sales Tax: \$ 127,400  
Federal: \$ 509,600  
Other: None



**Operating Budget Effect:** *Non-routine capital, local and federal funds, no impact on the operating budget.*

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**Project Title: Point of Sale System**

**Description of Project:** This project is for the purchase of a Point of Sale (POS) system that includes integration with our revenue collection system and our enterprise resource system. It also includes a consulting fee and some infrastructure charges.

It also includes card printers, camera equipment for two locations and one high-speed encoding machine. Vendor implementations, testing, installation are included along with smartcard and magnetic dispensing/reader unit.

**Schedule of Project Costs:**

Total Budget: \$ 800,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 800,000

**Sources of Funding:**

Sales Tax: \$ 800,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Routine capital, local funds no impact on the operating budget.*

**Project Title: Access Control Software**

**Description of Project:** This project is for an access control and software system replacement. A complete system upgrade is required to meet current “Fire-Life Safety” and industry standards, as well as the ability to link the existing CCTV video surveillance systems as an enhanced security measure to monitor access controlled entry areas. The system upgrade shall replace all existing network hardware and software, including the ability for expansion up to 30% of the existing network

**Schedule of Project Costs:**

Total Budget: \$ 445,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 445,000

**Sources of Funding:**

Sales Tax: \$ 89,000  
Federal: \$356,000  
Other: None



**Operating Budget Effect:** *Routine capital, federal and local funds no impact on the operating budget.*

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**Project Title: Miscellaneous Equipment Replacement FY18-FY21**

**Description of Project:** This project is for a multiyear replacement/upgrade of office equipment throughout Trinity Metro. This project will replace approximately 25% of desktops, laptops, tablets, and thin clients each year. It will replace approximately 17% of monitors and desk phones each year.

**Schedule of Project Costs:**

Total Budget: \$ 335,546  
Prior Year Actual Expenses: \$ 161,726  
Projected Expenditures (This year): \$ 83,000

**Sources of Funding:**

Sales Tax: \$ 335,546  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital project, with local funds, no impact on the operating budget.*

**Project Title: FY19 Non-Revenue Vehicle Purchase**

**Description of Project:** This project is for the purchase and replacement of staff vehicles.

- Two Shelter Cleaning Trucks \$ 80,000
- Three Electronic Shop Trucks \$ 120,000
- Bus Shop Road Call Truck \$ 120,000

**Schedule of Project Costs:**

Total Budget: \$ 330,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 330,000

**Sources of Funding:**

Sales Tax: \$ 66,000  
Federal: \$ 264,000  
Other: None



**Operating Budget Effect:** *Non-routine capital, federal and local funds, reduced maintenance costs are expected.*

---

**Project Title: Bus Stop Manager**

**Description of Project:** This project is for the purchase of software to manage passenger stop amenities including bus stops, shelters, park & ride lots, and all associated amenities at those locations. This browser-based software facilitates field-based data collection via mobile device of geocode locations, site specific amenities, site attributes, and creation of site support work orders for upload into the Trapeze CAD/AVL data system.

**Schedule of Project Costs:**

Total Budget: \$ 115,809  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 115,809

**Sources of Funding:**

Sales Tax: \$ 23,162  
Federal: \$ 92,647  
Other: None



**Operating Budget Effect:** *Routine capital, federal and local funds, no impact on the operating budget.*



**Project Title: Downtown Shelter Lighting**

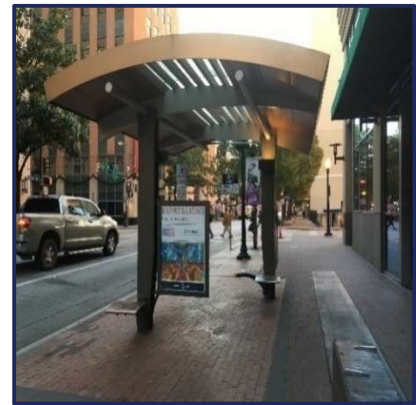
**Description of Project:** Seven of the downtown bus shelters do not have working lights. It has been determined that bringing in power to these shelters would not be a feasible option. Johnson Controls has brought us an option to add solar lighting to these shelters.

**Schedule of Project Costs:**

Total Budget: \$ 72,180  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 72,180

**Sources of Funding:**

Sales Tax: \$ 14,436  
Federal: \$ 57,744  
Other: None



**Operating Budget Effect:** *Non-routine capital, federal and local funds, no impact on the operating budget.*

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**Project Title: HRP Training and Conference Room Furniture**

**Description of Project:** This project is to replace and upgrade the current furniture in our training classrooms and the HRP Conference Room. It also includes furniture to create a lunch, meeting, and collaboration space in the HRP second floor lobby.

- Training Room Totals: 18 tables and 50 chairs; 3 instructor stations and chairs
- HRP Conference Room Totals: 20 tables and 80 chairs
- HRP Second Floor Lobby Totals: 5 high-top tables and 15 chairs/stools

**Schedule of Project Costs:**

Total Budget: \$ 40,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 40,000

**Sources of Funding:**

Sales Tax: \$ 40,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

## Project Title: Recording System Replacement

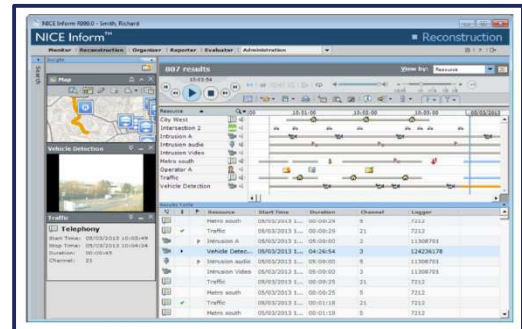
**Description of Project:** This is for the purchase of a recording system for all Trinity Metro radio traffic. The current recording system was not intended for digital radio traffic and it does not capture information for accurate incident investigations. The new recording system would allow for proper incident response training based on our investigations. This would benefit Operations and the Security staff.

### Schedule of Project Costs:

Total Budget:	\$ 33,300
Prior Year Actual Expenses:	\$ 24,080
Projected Expenditures (This year):	\$ 9,220

### Sources of Funding:

Sales Tax:	\$ 33,300
Federal:	None
Other:	None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

## Project Title: Industrial Shelving Systems Analysis

**Description of Project:** An analysis and consultant study and recommendation is needed for the Parts Room to determine the configuration, layout, and requirements to properly shelf and provide optimum use of the storage floor space and pallet space available to maximize inventory for managing adequate stock levels with the requirements for parts. Multiple sites are stocking parts, causing excess waste and difficulty in tracking inventory and maintaining proper controls. Adequate shelving and warehouse storage is needed to optimize the inventory and ensure adequate inventory value and control of assets.

### Schedule of Project Costs:

Total Budget:	\$ 30,000
Prior Year Actual Expenses:	None
Projected Expenditures (This year):	\$ 30,000

### Sources of Funding:

Sales Tax:	\$ 30,000
Federal:	None
Other:	None



**Operating Budget Effect:** *Non-routine capital, local funds, increase savings in inventory costs.*

**Project Title: Incident Reporting System**

**Description of Project:** This project is for the purchase of the ELERTS incident reporting system, designed to offer the customer a mobile tool for immediate reporting of issues occurring on Trinity Metro’s fixed route bus and commuter rail systems. The technology also allows Trinity Metro the ability to broadcast to subscribers, in real time, events such as detours, bus/train delays, or other transit impacts. Trinity Metro currently uses a notification system for internal updates, only.

**Schedule of Project Costs:**

Total Budget:	\$ 25,000
Prior Year Actual Expenses:	None
Projected Expenditures (This year):	\$ 25,000

**Sources of Funding:**

Sales Tax:	\$ 5,000
Federal:	\$ 20,000
Other:	None



**Operating Budget Effect:** *Routine capital, federal and local funds no impact on the operating budget.*

---

**Project Title: FY20 Bus Replacement**

**Description of Project:** This project is for the purchase of twenty 40-foot transit buses, and four 35)-foot BRT style buses to be utilized as replacement revenue vehicles that have surpassed their useful life as well as expansion vehicles to support increasing service demands.

**Schedule of Project Costs:**

Total Budget:	\$ 13,997,139
Prior Year Actual Expenses:	None
Projected Expenditures (This year):	\$ 13,997,139

**Sources of Funding:**

Sales Tax:	\$ 3,996,731
Federal:	\$ 10,000,408
Other:	None



**Operating Budget Effect:** *Routine capital, federal and local funds, reduced maintenance costs are expected.*



**Project Title: FY20 Paratransit Vehicle Replacement**

**Description of Project:** Provides for seven paratransit style vehicles to be utilized as replacement vehicles that have surpassed their useful life.

**Schedule of Project Costs:**

Total Budget: \$ 1,330,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 1,330,000

**Sources of Funding:**

Sales Tax: \$ 199,500  
Federal: \$ 1,130,500  
Other: None



**Operating Budget Effect:** *Routine capital, federal and local funds, reduced maintenance costs are expected.*

**Project Title: FY20 Concrete Repair**

**Description of Project:** Miscellaneous concrete repairs at all of our Bus Lot's, Train Stations, Transfer Centers, Park and Ride lots and employee parking lots. This contract also covers curbs and sidewalks.

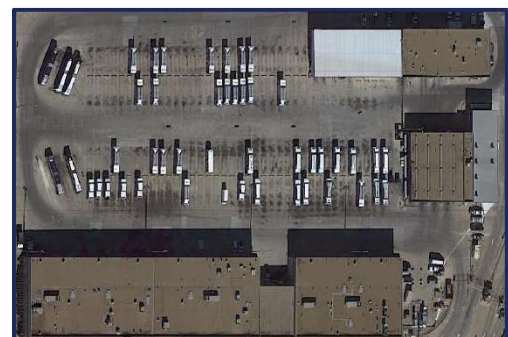
Concrete repair is a necessary part of keeping our facilities in a state of good repair. Failure to repair concrete as needed can result in trip and fall hazards as well as bus and vehicle damage.

**Schedule of Project Costs:**

Total Budget: \$ 215,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 215,000

**Sources of Funding:**

Sales Tax: \$ 215,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

**Project Title: HVAC Rooftop Units Replacements**

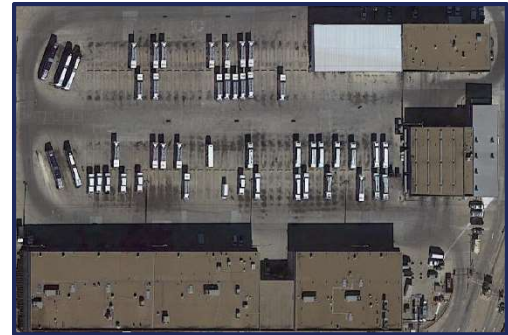
**Description of Project:** This project is for the replacement of rooftop units for the service station and vehicle maintenance - they are old, damaged, ineffective, and need to be replaced.

**Schedule of Project Costs:**

Total Budget: \$ 169,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 169,000

**Sources of Funding:**

Sales Tax: \$ 169,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

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**Project Title: 1330 E. 4th St. Roof Replacement**

**Description of Project:** Engineering and construction to replace the roof at 1300 East 4th Street. This warehouse was purchased as part of the TEXRail project and the roof is in need of immediate repair.

**Schedule of Project Costs:**

Total Budget: \$ 325,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 325,000

**Sources of Funding:**

Sales Tax: \$ 325,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

**Project Title: FY20 Capital Maintenance - Facilities**

**Description of Project:** This project is for any unforeseen capital maintenance issues that may occur throughout FY20.

**Schedule of Project Costs:**

Total Budget: \$ 50,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 50,000

**Sources of Funding:**

Sales Tax: \$ 50,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

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**Project Title: Fencing at Fort Worth Central Station**

**Description of Project:** This project is for adding fencing at the southern portion of Fort Worth Central Station. The south pavilion and green space would be fenced with wrought iron fencing. This would also include fencing the front visitor lot of the HRP Bus Operations building

**Schedule of Project Costs:**

Total Budget: \$ 178,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 178,000

**Sources of Funding:**

Sales Tax: \$ 178,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

**Project Title: TRE Double Tracking**

**Description of Project:** This project is to double track a segment of the TRE (segment 3). The segment is 2.4 miles long and the cost of the second track is \$29.5 million. The NCTCOG has applied for a grant to cover 50% of the project. This project will take two years, and funding must first be secured before the project can begin.

**Schedule of Project Costs:**

Total Budget: \$ 29,500,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 14,750,000

**Sources of Funding:**

Sales Tax: \$ 14,750,000  
Federal: \$ 14,750,000  
Other: None



**Operating Budget Effect:** *Non-routine capital, local funds, no impact on the operating budget.*

**Project Title: TRE Capital Maintenance – FY20**

**Description of Project:** This project is for capital maintenance of TRE assets. These costs are split evenly with DART. The amounts shown on this schedule are Trinity Metro’s share.

**Schedule of Project Costs:**

Total Budget: \$ 13,178,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 13,178,000

**Sources of Funding:**

Sales Tax: \$ 9,175,989  
Federal: \$ 4,002,011  
Other: None



**Operating Budget Effect:** *Non-routine capital project, federal and local funds; no impact on the operating budget.*

**Project Title: TRE Ticket Vending Machine Replacements**

**Description of Project:** There are a total of (8) Gen 3 TVMs at three TRE platforms (Centreport, Richland Hills and Hurst Bell). These TVMs are past their useful life and are no longer supported by a maintenance agreement.

This project will replace the (8) TVMs with units identical to the ones on the TEXRail platforms. They will have updated credit card readers that will allow for more secure connections including chip technology. They will support the same updated capabilities (bill recycling, barcodes, and security cameras). This will also reduce the need to maintain spare parts for each generation of TVM.

**Schedule of Project Costs:**

Total Budget: \$ 544,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 544,000

**Sources of Funding:**

Sales Tax: \$ 544,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital project, federal and local funds; decrease in costs related to spare parts for TVMs.*

---

**Project Title: ADA Accessible Bus Stops**

**Description of Project:** This project is for the construction of sidewalks, ADA ramps, and bus shelter concrete pads at various bus stops.

**Schedule of Project Costs:**

Total Budget: \$ 400,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 400,000

**Sources of Funding:**

Sales Tax: \$ 80,000  
Federal: \$ 320,000  
Other: None



**Operating Budget Effect:** *Non-routine capital project, federal and local funds; no impact on the operating budget.*



**Project Title: Passenger Enhancements - Shelters**

**Description of Project:** This project is for the installation of 50 passenger shelter at our routes.

**Schedule of Project Costs:**

Total Budget: \$ 361,350  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 361,350

**Sources of Funding:**

Sales Tax: \$ 72,270  
Federal: \$ 289,080  
Other: None



**Operating Budget Effect:** *Non-routine capital project, federal and local funds; no impact on the operating budget.*

**Project Title: Trapeze OPS-Web**

**Description of Project:** Trapeze OPS-Web allows Operators to securely view work information, find work assignments, view the driver paddle, and read bulletins, orders, and notices from a computer, tablet or mobile device whether onsite or off. It will also allow for remote, automated bidding. Operators will be able to remotely bid on pieces of work.

**Schedule of Project Costs:**

Total Budget: \$ 198,500  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 198,500

**Sources of Funding:**

Sales Tax: \$ 198,500  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital project, local funds; after the first year maintenance costs at estimated at \$10,433 annually.*

**Project Title: Trapeze DriverMate CAD/AVL**

**Description of Project:** Trinity Metro ACCESS vehicles and ACCESS contractor vehicles currently utilize MDTs (Mobile Data Terminals) to receive their manifest, arrive and perform their trips. Much of the equipment in the fleet is quickly approaching end-of-life and requires an outside contractor to maintain the units on contractor vehicles. The new software (DriverMate) will allow our ACCESS contractor to provide and maintain the equipment on their own fleet and enables inexpensive replacement of equipment (Android Tablet) in Trinity Metro vehicles.

**Schedule of Project Costs:**

Total Budget: \$ 177,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 177,000

**Sources of Funding:**

Sales Tax: \$ 177,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital project, local funds; annual maintenance costs are estimated at \$13,000 annually.*

**Project Title: Train Platform Validators**

**Description of Project:** This project is to add 2 platform validators at each of our 12 train platforms. These are required to allow passengers to tap smart cards and activate tickets on the trains. The current handheld validators carried by the conductors are to validate already purchased passes and to sell passes at a premium to passengers who do not have them. They would be attached to the current ticket vending machines (TVMs) so smart cards users do not have to wait on customers purchasing tickets at the TVMs. This will greatly speed up onboarding.

**Schedule of Project Costs:**

Total Budget: \$ 153,516  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 153,516

**Sources of Funding:**

Sales Tax: \$ 153,516  
Federal: None  
Other: None



**Operating Budget Effect:** *Non-routine capital project, local funds, no impact on the operating budget.*

**Project Title: FY20 Miscellaneous Equipment**

**Description of Project:** This project is for the purchase or replacement of miscellaneous equipment, wellness center equipment, scissor lifts, and lift trucks.

**Schedule of Project Costs:**

Total Budget: \$ 192,810  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 192,810

**Sources of Funding:**

Sales Tax: \$ 192,810  
Federal: None  
Other: None



**Operating Budget Effect:** *Routine capital, local funds, no impact on the operating budget.*

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**Project Title: Modem Upgrades**

**Description of Project:** Cubic NextBus equipment (signs and buses) currently utilize 3G cellular technology. Verizon is discontinuing this service on 12-31-19. After that point, the functionality provided (vehicle location, upcoming buses, etc.) will cease to function unless it is upgraded to 4G cellular. Cubic NextBus does not have the capability to connect their equipment to the new routers on the buses.

**Schedule of Project Costs:**

Total Budget: \$ 100,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 100,000

**Sources of Funding:**

Sales Tax: \$ 100,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Routine capital, local funds, no impact on the operating budget.*



**Project Title: Facilities Shelter Truck**

**Description of Project:** This project is for the purchase of one shelter truck.

**Schedule of Project Costs:**

Total Budget: \$ 55,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 55,000

**Sources of Funding:**

Sales Tax: \$ 11,000  
Federal: \$ 44,000  
Other: None



**Operating Budget Effect:** *Routine capital, federal and local funds, no impact on the operating budget.*

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**Project Title: Battery Room Renovations**

**Description of Project:** Renovation of the Material Management battery room and other inventory control areas.

**Schedule of Project Costs:**

Total Budget: \$ 27,500  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 27,500

**Sources of Funding:**

Sales Tax: \$ 27,500  
Federal: None  
Other: None



**Operating Budget Effect:** *Routine capital, local funds, no impact on the operating budget.*

**Project Title: Treadmill Replacements**

**Description of Project:** This project is for the replacement of the old treadmills that are in the fitness center. The three treadmills are 10 years old and are past their useful life. All three treadmills are heavily utilized and have had to be repaired a minimum of one time each year. The proposal is to replace each treadmill with a commercial-grade treadmill that is manufactured for heavy traffic use.

**Schedule of Project Costs:**

Total Budget: \$ 25,000  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 25,000

**Sources of Funding:**

Sales Tax: \$ 25,000  
Federal: None  
Other: None



**Operating Budget Effect:** *Routine capital, local funds, no impact on the operating budget.*

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**Project Title: Replace T&P Carts, Tables and Chairs**

**Description of Project:** This project is for the replacement of the tables, chairs and associated carts used for events at the T&P. They are worn, heavy and need to be updated.

**Schedule of Project Costs:**

Total Budget: \$ 18,440  
Prior Year Actual Expenses: None  
Projected Expenditures (This year): \$ 18,440

**Sources of Funding:**

Sales Tax: \$ 18,440  
Federal: None  
Other: None



**Operating Budget Effect:** *Routine capital, local funds, no impact on the operating budget.*

## GLOSSARY

**ACCESS Advisory Committee** – The advisory committee for Trinity Metro Access.

**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.

**Accessible Service** – Buses operating in regular service with wheelchair lifts, kneeling functions or other devices that permit disabled passengers to use the service.

**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.

**Appropriation** – The act of setting aside money for a specific purpose.

**Audit** – An objective examination and evaluation of the financial statements of an organization to make sure the records accurately represent the organization's transactions.

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

**Balanced Budget** – Expenses/expenditures equaling revenues and budgeted surplus.

**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.

**Budget** – An estimation of revenue and expenses over a specified future period of time.

**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.

**Depreciation** – The allocation of costs of a tangible or physical asset over its useful life.

**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.

**Enterprise Fund** – A fund established by a governmental entity to account for operations of an enterprise activity.

**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** – An accounting entity with a self-balancing set of accounts that is used to record financial resources and liabilities, as well as operating activities, and which is segregated in order to carry on certain activities.

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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## TRANSIT ACRONYMS

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

<b>ACD</b>	Automatic Call Distributor
<b>ADA</b>	Americans with Disabilities Act
<b>APTA</b>	American Public Transportation Association
<b>ARRA</b>	American Recovery and Reinvestment Act
<b>AVL</b>	Automated Vehicle Location
<b>BNSF</b>	Burlington Northern Santa Fe Railroad
<b>BRT</b>	Bus Rapid Transit
<b>CAC</b>	Customer Advisory Committee
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CAPEX</b>	Capital Expenditure
<b>CBD</b>	Central Business District
<b>CFR</b>	Code of Federal Regulation
<b>CIP</b>	Capital Improvement Plan
<b>CMAQ</b>	Congestion Mitigation and Air Quality
<b>CNG</b>	Compressed Natural Gas
<b>COG</b>	Council of Governments (also NCTCOG)
<b>DART</b>	Dallas Area Rapid Transit
<b>DART LRT</b>	Dallas Area Rapid Transit Light Rail Transit
<b>DBE</b>	Disadvantaged Business Enterprise
<b>DCTA</b>	Denton County Transportation Authority
<b>DFW</b>	Dallas Fort Worth
<b>DOT</b>	Department of Transportation
<b>EAP</b>	Employee Assistance Program
<b>ECA</b>	Executive Committee Action (The T)

<b>ETC</b>	Employee Transportation Coordinator
<b>FHWA</b>	Federal Highway Administration
<b>FLSA</b>	Fair Labor Standards Act
<b>FMLA</b>	Family Medical Leave Act
<b>FRBS</b>	Fixed Route Bus Service
<b>FTA</b>	Federal Transit Administration
<b>FWCS</b>	Fort Worth Central Station
<b>FWTA</b>	Fort Worth Transportation Authority
<b>FTE</b>	Full-Time Equivalent
<b>FY</b>	Fiscal Year
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Government Accounting Standards Board
<b>GFOA</b>	Government Finance Officers Association
<b>HIPAA</b>	Health Insurance Portability and Accountability Act
<b>HR</b>	Human Resources
<b>ILA</b>	Inter-local Agreement
<b>IR</b>	Informal Report
<b>ITC</b>	Intermodal Transportation Center
<b>IVR</b>	Interactive Voice Response
<b>JARC</b>	Job Access and Reverse Commute
<b>MITS</b>	Mobility Impaired Transportation Service
<b>MPO</b>	Metropolitan Planning Organization
<b>MTA</b>	Metropolitan Transit Agencies
<b>MSA</b>	Metropolitan Statistical Area
<b>NABI</b>	North American Bus Industries
<b>NCTCOG</b>	North Central Texas Council of Governments (COG)
<b>NETS</b>	Northeast Transportation Service
<b>NTC</b>	North Texas Commission

<b>NTD</b>	National Transit Database
<b>PIS</b>	Passenger Information System
<b>PTC</b>	Positive Train Control
<b>RDC</b>	Rail Diesel Cars
<b>RTA</b>	Regional Transportation Authority
<b>RTDM</b>	Regional Travel Demand Management
<b>SAN</b>	Storage Area Network
<b>STP-MM</b>	Surface Transportation Program – Metropolitan Mobility
<b>SW2NE</b>	Southwest - to - Northeast Rail Corridor
<b>SWTA</b>	Southwest Transit Association
<b>TCTS</b>	Tarrant County Transportation Service
<b>TIP</b>	Transportation Improvement Program
<b>TOD</b>	Transit Oriented Development
<b>T&amp;P</b>	Texas & Pacific
<b>TRTC</b>	Tarrant Regional Transportation Coalition
<b>TRE</b>	Trinity Railway Express
<b>TSO</b>	Transit Security Officer
<b>TTA</b>	Texas Transit Association
<b>TVM</b>	Ticket Vending Machine
<b>TWC</b>	Texas Workforce Commission
<b>TXDOT</b>	Texas Department of Transportation
<b>USDOT</b>	United States Department of Transportation

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# FARES\*

## SINGLE RIDE FARES

<b>BUS – LOCAL</b>	<b>\$2</b>
<b>BUS – LOCAL REDUCED</b>	<b>\$1</b>
<b>XPRESS BUSES – LOCAL</b> (ROUTE NUMBERS ENDING WITH 'X')	<b>\$2.50</b>
<b>XPRESS BUSES – LOCAL REDUCED</b> (ROUTE NUMBERS ENDING WITH 'X')	<b>\$1.25</b>
<b>TRE – LOCAL</b> (WEST ZONE TO CENTREPORT)	<b>\$2.50</b>
<b>TRE – LOCAL REDUCED</b> (WEST ZONE TO CENTREPORT)	<b>\$1.25</b>
<b>TEXRAIL – LOCAL</b> (ALL STATIONS)	<b>\$2.50</b>
<b>TEXRAIL – LOCAL REDUCED</b> (ALL STATIONS)	<b>\$1.25</b>

## MULTI RIDE PASSES

	<b>1-DAY</b>	<b>7-DAY</b>	<b>MONTHLY</b>	<b>ANNUAL</b>
<b>LOCAL</b>	<b>\$5</b>	<b>\$25</b>	<b>\$80</b>	<b>\$800</b>
<b>LOCAL – REDUCED</b>	<b>\$2.50</b>	<b>N/A</b>	<b>\$40</b>	<b>\$400</b>
<b>REGIONAL</b>	<b>\$12</b>	<b>N/A</b>	<b>\$192</b>	<b>\$1920</b>
<b>REGIONAL – REDUCED</b>	<b>\$3</b>	<b>N/A</b>	<b>\$48</b>	<b>\$576</b>

**LOCAL:** TRINITY METRO BUSES, TRE WEST ZONE TO CENTREPORT AND TEXRAIL

**REGIONAL:** ALL SERVICES IN TARRANT, DALLAS AND DENTON COUNTIES

**REDUCED FARE:** AVAILABLE (WITH VALID ID) FOR SENIORS 65+, PERSONS WITH DISABILITIES, MEDICARE CARD HOLDERS AND YOUTH AGES 5-19

## TRINITY METRO ACCESS (FORMERLY MITS)

TARRANT COUNTY ONLY

	<b>SINGLE RIDE</b>	<b>10-RIDE BOOK</b>
<b>ACCESS VANS</b>	<b>\$4</b>	<b>\$40</b>
<b>ACCESS ON LOCAL BUS</b>	<b>\$1</b>	
<b>ACCESS PERSONAL CARE ATTENDANT</b> (ON LOCAL BUS)	<b>\$1</b>	

**\*EFFECTIVE NOV. 1, 2018**

OCTOBER 2018  
TRINITY METRO

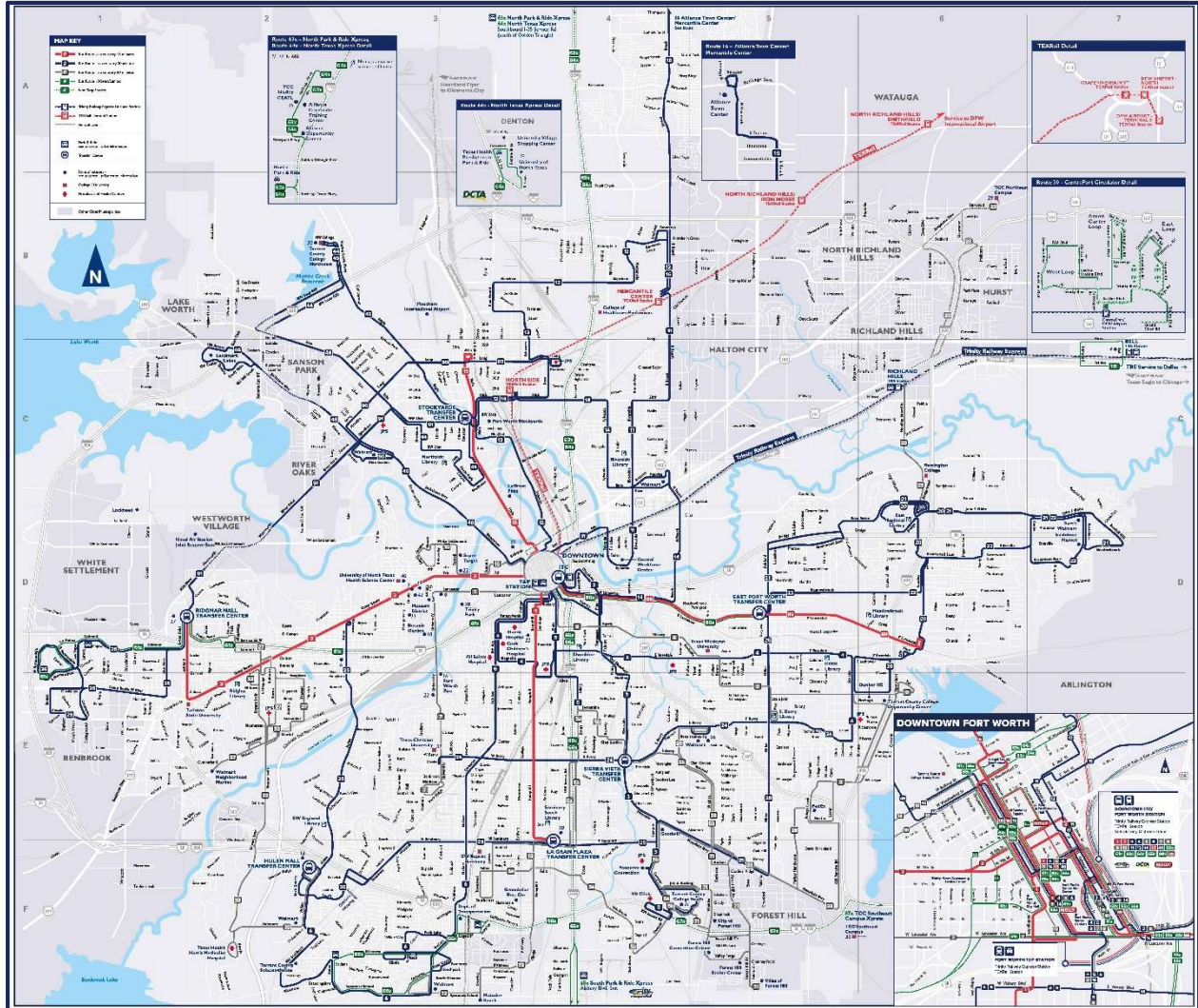
800 Cherry Street, Fort Worth, TX 76102 | RIDETRINITYMETRO.org | 817.215.8600

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# SYSTEM MAPS

## Fixed Route



# TEXRail



# Trinity Railway Express

