



**BUSINESS PLAN
ANNUAL BUDGET
FY 2019**

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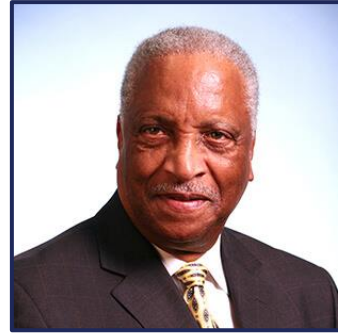
FISCAL 2019 BOARD OF DIRECTORS



Scott Mahaffey
Chairman



Jon Michael Franks
Vice Chair



Dennis Dunkins
Secretary



Teresa Ayala
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Jeff Davis
Member



Charles Edmonds
Member



Nicolo Genua
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Mayor Alan Hooks
Member



Jeff King
Member



Tito Rodriguez
Member



Ray Taylor
Member

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January 2019

Board of Directors
Trinity Metro

As President and Chief Executive Officer it is an honor to present Trinity Metro's fiscal year 2019 Business Plan and Annual Budget. Fiscal 2018 was a great year for the Authority as we had many accomplishments that bring us closer to achieving the goals of our 20-Year Master Plan. We have accomplished a major milestone of the Master Plan by rebranding our agency as Trinity Metro. The Trinity River is a significant part of Tarrant County and by adopting it as our brand we demonstrate our commitment to establishing a regional presence, not just in Fort Worth, but all of Tarrant County as well.

In addition to our rebranding we have made significant progress in providing service to previously unserved or underserved areas. In fiscal 2018 we entered into a partnership with Tarrant County College (TCC) through our EasyRide Program. TCC students are now able to ride Trinity Metro's services for free with TCC paying the tab. As part of the agreement we have added service to TCC's Northeast and Southeast campuses. As a result, we now serve all of TCC's campuses allowing its students increased mobility throughout Tarrant County. In October 2018 we partnered with the City of Forest Hill to bring service to its citizens, many of whom are elderly and can no longer drive. Starting in November 2018, Trinity Metro began operating a Trolley Service throughout Forest Hill, which includes 32 stops and connections to Fort Worth as well as TCC's South Campus. Funding will be partially provided through a regional grant for the first two years of service. These service expansions show our dedication to providing efficient and cost-effective service throughout all areas of Tarrant County. We 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 2019.

Business Plan

The fiscal 2019 budget is balanced, and reflects the vision and strategic goals of Trinity Metro to provide effective and reliable multi-modal transportation to the citizens of Tarrant County. This document outlines the fiscal year 2019 operating budget and planned capital expenditures, which will further enhance Trinity Metro's ability to provide efficient, reliable and cost-effective transportation services.

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 2019 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 2019 goals. These goals provided the framework for the development of the fiscal 2019 budget. Department heads applied the strategic goals to their areas and developed departmental business plans. The combination of the departmental business plans represents Trinity Metro's fiscal 2019 Business Plan, which drives the Annual Budget and formalizes Trinity Metro's vision for the year and beyond.

Trinity Metro's primary focus is on enhancing service, and providing connectivity while simplifying service to provide ease of use. Enhancing service 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. Simplifying the design of service to make it easier for customers to understand and use is a priority in the coming fiscal year. Trinity Metro's Master Plan provides a guide for prioritizing system enhancements and developing service and infrastructure improvements to meet those needs.

Trinity Metro has implemented a new commuter rail corridor in Tarrant County from downtown Fort Worth through the City of North Richland Hills and the City of Grapevine and into DFW Airport called TEXRail. This has been a major multi-year project that required significant staff resources as well as regional cooperation and coordination. The cost of the project was budgeted at \$1 billion, in year of expenditure dollars, to complete and was funded with a combination of federal, state, and local grants and contributions, including an FTA New Starts grant for more than \$499 million. Trinity Metro had developed a comprehensive 2035 financial plan to document its ability to complete TEXRail and to continue to improve its current bus and commuter rail operations.

The TEXRail commuter rail extends from downtown Fort Worth, across northeast Tarrant Country, through North Richland Hills and Grapevine, and into DFW Airport at Terminal B. This 27.2-mile regional rail corridor is projected to serve more than 8,000 daily riders by the end of the first year of operation. By 2035, nearly 14,000 daily riders are projected to ride the system.

We made significant progress on the TEXRail commuter rail project in 2018. In May 2018 we celebrated the opening of the new Mahaffey Equipment Maintenance Facility (MMF) which houses all eight TEXRail train sets. Testing on the tracks began from the MMF into Grapevine and testing into DFW Terminal B began in October 2018. TEXRail's inaugural trip took place on New Year's Eve and revenue service began on January 10, 2019. This project will benefit the region for many years to come.

TEXRail is not the only project included in Trinity Metro's fiscal 2019 Business Plan. We will complete other transportation enhancements in our member city of Fort Worth. Some of the more significant projects are:

- **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;
- **CNG Station Upgrades:** a multi-year project for \$3.6 million to upgrade our CNG facility with an anticipated finish date of February 2019;
- **Positive Train Control (PTC):** technology designed to stop or slow a train before an accident occurs. This project is an unfunded mandate imposed by Congress on all commuter rail operators. We are anticipating PTC expenditures of \$6.8 million in fiscal 2019;
- **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.

Trinity Metro's Business Plan also includes operational goals such as improving service productivity and reducing customer service complaints and concerns, while maintaining a balanced budget. We are additionally committed to continuing our employee wellness program, which is designed to improve the health of our employees and to reduce group health insurance premiums over time.

Operating Budget

Trinity Metro's operating budget for fiscal 2019 continues to recognize the importance of an efficient service that meets the needs of our customers and community. This is particularly true during a time when Trinity Metro is undertaking a significant project like TEXRail and responding to the needs identified in the Transit Master Plan. It is important for Trinity Metro to balance the demands of its existing system while making certain that funds are available in the future to build, operate and maintain TEXRail and our bus service.

The fiscal 2019 Annual Budget is balanced and was adopted by Trinity Metro's Board of Directors on September 17, 2018. The Annual Budget includes the Operating and Capital budgets. Total operating revenue is defined as all revenue except capital grant reimbursement and contributions from partner cities. Operating revenue is budgeted at \$116.8 million which is a 6.1% increase from the fiscal 2018 budget. Sales tax and grant revenues are Trinity Metro's main sources of revenue representing approximately 69.7% and 9.13%, respectively, of Trinity Metro's total operating revenue budget. The fiscal 2019 sales tax revenue is projected to increase by 4.0% compared to the fiscal 2018 budget amount. Trinity Metro's management considered the local economy, the

local unemployment rate and the local sales tax trends when determining the sales tax budget. The fiscal 2019 budget also includes operating revenue from advertising, rental fees, and investment earnings.

Some of the major issues that impacted the formulation of the fiscal 2019 budget are operating expenses which are budgeted at \$ 92.8 million, which is a \$16.1 million, or 21.0% increase from the fiscal 2018 budget. The reason for this significant increase is due to the new TEXRail service beginning in fiscal 2019, which accounts for approximately \$12.9 million, or 80.2% of the total increase in operating expenses.

Salaries and fringe benefits are Trinity Metro's largest expense category budgeted at \$45.2 million, which is a \$2.6 million, or 6.1% increase from fiscal 2018. The reason for this increase is due to added positions to support the increase of bus and rail 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.

Service type expenses are the second largest expense category budgeted at \$39.6 million which is a \$13.3 million, or 50.4% increase from fiscal 2018. Service type expenses primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party contractors operate Trinity Metro's commuter rail service called the Trinity Railway Express and certain grant funded programs. TEXRail, which is scheduled to begin revenue service in January 2019, will also be operated by a third-party contractor. TEXRail represents a \$11.6 million increase in purchased transportation from the fiscal 2018 budget. Additionally, Trinity Metro's paratransit service called Trinity Metro ACCESS contracts approximately 60% of its trips. Contracting for Trinity Metro ACCESS service with private contractors represents an effective way to control the high cost of providing transportation to persons with disabilities.

The largest portion of the other expense categories is Maintenance at \$2.5 million. This expense category decreased by 5.1% compared to the fiscal 2018 budget. The decrease is primarily due to 16 new buses purchased in fiscal 2018, which will be under warranty resulting in cost savings.

Capital Budget

Trinity Metro's total capital budget is approximately \$1.1 billion. This amount 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 2019 are \$407.4 million; and Trinity Metro's share, from local funds, is expected to be \$200.3 million. Our federal capital grant reimbursement revenue is anticipated to be \$207.1 million. Most capital expenditures in fiscal 2019 will be for the TEXRail project. These expenditures will include additional payments for vehicles, real estate acquisitions and construction costs.

Trinity Metro's Board of Directors and staff are committed to accomplishing the diverse components of this Business Plan, and we expect to report consistent progress in achieving our established goals. We are also committed to operating within the approved annual budget.

Sincerely,

A handwritten signature in black ink that reads "Paul J. Ballard". The signature is written in a cursive style with a long horizontal line extending to the right.

Paul J Ballard
President & CEO

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List of Principal Officials

Board of Directors

Scott Mahaffey, Chairman
Jon Michael Franks, Vice Chairman
Dennis Dunkins, Secretary

Teresa Ayala
Jeff Davis
Charles Edmonds
Nicolo Genua
Mayor Alan Hooks
Jeff King
Tito Rodriguez
Ray Taylor

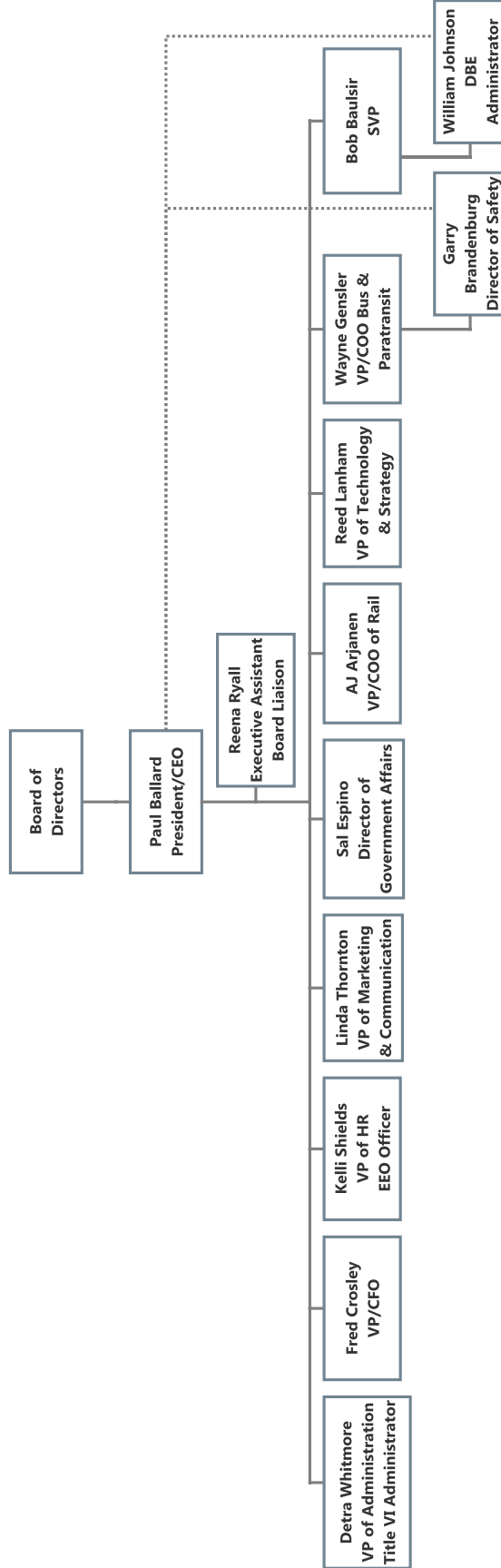
Administration

President & Chief Executive Officer	Paul Ballard
Senior Vice President	Bob Baulsir
Vice President/Chief Operating Officer of Bus and Paratransit	Wayne Gensler
Vice President/Chief Operating Officer of Rail	AJ Arjanen
Vice President/Chief Financial Officer	Fred Crosley
Vice President of Administration	Detra Whitmore
Vice President of Human Resources	Kelli Shields
Vice President of Marketing and Communications	Linda Thornton
Vice President of Strategy and Technology	Reed Lanham
Assistant Vice President of Contract Administration/Procurement	Kathy Bridwell
Assistant Vice President of Service Scheduling	JD Smith
Director of Communications	Laura Hanna
Director of Facilities Maintenance	Carrie Weir
Director of Governmental Affairs	Salvador Espino
Director of Information Technology Services	Keith Kunkle
Director of Maintenance	Bill Lambert
Director of Marketing	Melissa Chrisman
Director of Paratransit & Contracted Services	Carla Forman
Director of Planning	Phil Dupler
Director of Risk & Claims	Inmon Wiley
Director of Safety	Garry Brandenburg
Director of Security	Kevin Hunt
Director of Training	Peter Nelson
Controller	Christopher Grenier

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ORGANIZATIONAL CHART



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Government Finance Officers Association of the United States and 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, 2017. 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, 2017

Christopher P. Morrill

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.

TRANSIT MASTER PLAN

Using Trinity Metro's mission statement as its foundation, the Master Plan was developed to address both short-term and long-term issues identified through a public involvement program.

Trinity Metro's Strategic Plan was adopted October 2005, and was updated in 2010. However, on February 22, 2016, Trinity Metro accepted the Transit Master Plan. Our Master Plan goals and objectives reflect the comments and ideas of our community.

Our message is "Provide compelling and competitive transit service to make Tarrant County more livable and support continued economic growth."

Non-Financial Goals

Overriding Long-Term Goals:

The four overriding goals guiding the Master Plan:

1. Enhance

Trinity Metro will:

- Provide convenient service which appeals to a broad cross-section of Tarrant County residents
- Provide fast, frequent, direct, comfortable, and reliable service
- Develop premium services such as bus rapid transit, streetcar, light rail, and commuter rail
- Provide longer hours of service and more weekend service
- Provide a comfortable and safe environment for transit passengers
- Improve Trinity Metro's image

2. Connect

Trinity Metro will:

- Expand service to currently unserved areas of Tarrant County with significant transit demand

- Develop a Frequent Transit Network which provides frequent, all-day service from early morning to late at night in major corridors and to major destinations
- Support the vitality of the region’s downtowns, local centers, and neighborhoods
- Improve transit connections with surrounding counties to develop a stronger regional system
- Continue Access service to provide mobility and independence
- Integrate transit with other modes and make it safe and easy to access transit

3. Simplify

Trinity Metro will:

- Design service to be easy for customers to understand and use
- Use technology to make information readily available
- Provide enhanced public information to reduce the uncertainty of riding the bus

4. Sustain

Trinity Metro will:

- Focus service in areas where transit will be most effective
- Develop cost-effective and productive transit services and programs
- Provide transit services which relieve congestions and improve air quality
- Develop services which achieve a high level of public and political support
- Continue enhanced public information to reduce the uncertainty of riding the bus
- Identify and pursue opportunities for new funding sources, including leveraging private funds

KEY Transit Master Plan Strategies:

- Complete TEXRail Construction and Begin Revenue Service
- Improve existing service: Provide faster service, more frequently, for longer hours, make service easier to use and understand and improve non-downtown service.
- Expand service to new areas in Tarrant County.
- Develop a frequent transit network: Develop a network of bus routes with service every 10-15 minutes from early morning until late night.
- Provide passengers with better information, especially real-time information.
- Improve branding: Work to change the perception of Trinity Metro and convey improved service through a system rebranding that unifies Trinity Metro’s existing brands.
- Develop new premium and special services, such as circulators (like Molly the Trolley), streetcars, and buses that travel in dedicated transit lanes.
- Improve and expand express and regional service.
- Provide better facilitates and amenities and make fare payment easier and more efficient.

- Improve access to transit: Enhance access, particularly for pedestrians and bicycles, to stations and stops through partnerships with local governments and providers.
- Improve first mile/last mile connections: Identify partnerships and programs to improve the first and last mile connections to transit.
- Develop more conveniently located park-and-ride lots.

Short-Term Goals for Fiscal 2019

The fiscal 2019 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 2019 short-term goals. These goals provided the framework for the development of the fiscal 2019 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:**
 - Implementations of the strategic plan (Master Plan) with guidance, and support
 - 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 2019 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 2019

- TEXRail
- Positive Train Control
- TRE Trinity River Bridge Design/Construction
- TRE Capital Maintenance – FY19
- TRE Video Enhancements
- Revenue Service Vehicles Purchase – FY19
- FWHS TOD Partnership
- New Bush Wash System
- Facilities Capital Maintenance – FY19
- Automated Fare Collection System
- ADA Accessible Improvements
- Multi-year Transportation Enhancements
- Point of Sale (POS) System
- Security Camera System on Fleet
- On-Site Health Clinic



FISCAL 2018 ACCOMPLISHMENTS

The following is a list of accomplishments achieved by Trinity Metro during fiscal 2018. 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 2019 and beyond.

Major Accomplishments in Fiscal 2018

- Rebranding as Trinity Metro
- Received the Governmental Finance Officers Association (GFOA's) Distinguished Budget Presentation Award
- West-Quadrant Expansions Improvements
- EasyRide Partnership with Tarrant County College (TCC)
- New Service Routes to TCC Northeast and Southeast Campuses
- Completion of the Mahaffey Equipment Maintenance Facility (MMF)
- Going Live with New Enterprise Resource Planning Replacement
- Installation of 50 New Bus Shelters
- Received the Outstanding Fleet Recognition Dallas-Fort Worth Clean Cities Award
- Received TEXRail DMU Vehicles

Completion of Major Capital Projects in Fiscal 2018

- Purchase of Sixteen New Buses
 - Six 60-foot New Flyer Articulated Buses
 - Ten 40-foot Gillig Buses
- Purchase of Non-Revenue Staff Vehicles
- FY18 Transportation Enhancements
- FY18 IT Equipment Replacement
- FY18 Facilities Capital Maintenance
- FY18 Parking Lots Capital Maintenance

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FISCAL 2019 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, Paul Ballard, 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, McDonald Transit Associates, Inc. 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.

Key Demographic Facts	
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.

Race and Hispanic Origin	
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

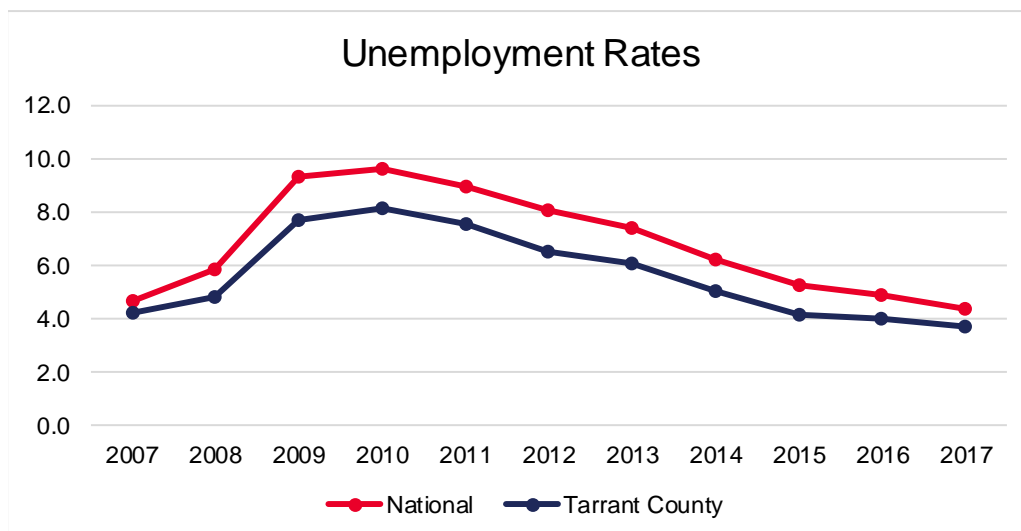
Today much of the flavor and attitudes that are the history of Fort Worth live on. The frontier has changed, but not the pioneering spirit. Fort Worth is now home to a diverse spectrum of businesses. Cattle and agriculture, as well as aerospace companies and defense contractors play major role in the 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%.

The national unemployment rate for September 2018 was 3.7%. The unemployment rate for the area was 3.4%. 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.

Largest Employers	
Company	Employees
AMR/American Airlines	25,000
Lockheed Martin	13,690
Fort Worth ISD	12,000
NAS - Fort Worth - JRB	10,000
JPS Health Network	6,500
City of Fort Worth	6,161
Cook Childrens Health Care System	6,042
Tarrant County College	5,999
Alcon Laboratories Inc.	5,393
Bell Helicopter Textron	4,953
BNSF Railway	4,500
Tarrant County Government	4,310
GM Financial	3,820
JPMorgan Chase	3,678

Source: Fort Worth Chamber of Commerce - Economic Development



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 of 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. The Cultural District 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 park land. 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



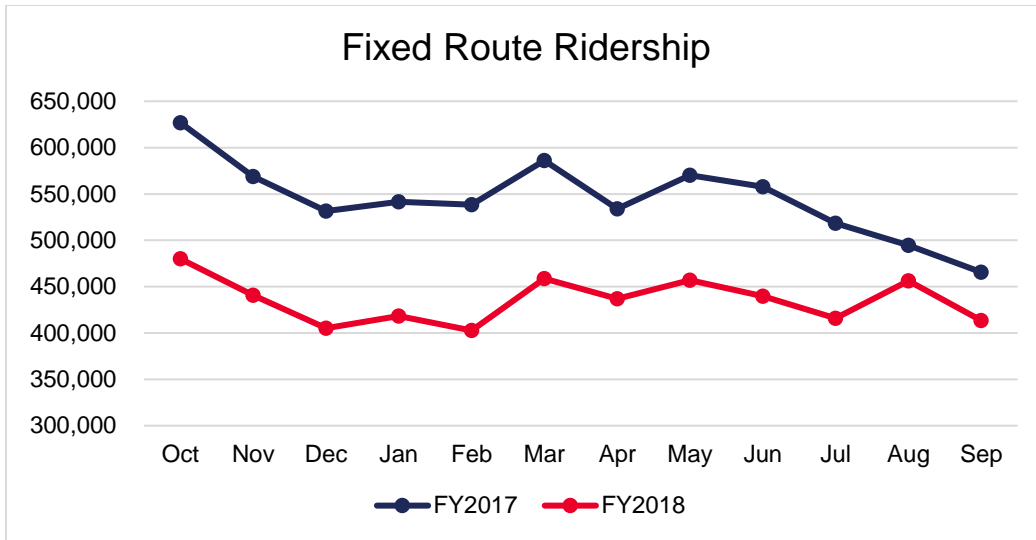
Trinity Metro's Services

Fixed Route

Trinity Metro provides fixed route and express bus service within Fort Worth city limits, including the Alliance Area and Denton. Trinity Metro's fleet of more than 190 buses runs on 100% Compressed Natural Gas and received the Outstanding Fleet Recognition Dallas-Fort Worth Clean Cities Award in fiscal 2018. Trinity Metro operates 43 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.

This year in May 2018 Trinity Metro entered into a partnership with Tarrant County College (TCC) through the EasyRide Agreement. The agreement allows TCC's students to use Trinity Metro's services for free with TCC paying the tab. Additionally, Trinity Metro began offering service to TCC Northeast Campus and TCC Southeast campus. On October 22, 2018, an agreement with the city of Forest Hill was approved by Trinity Metro's Board of Directors. This service includes 32 bus stops and connections to Fort Worth and TCC South Campus, which began service in November 2018.

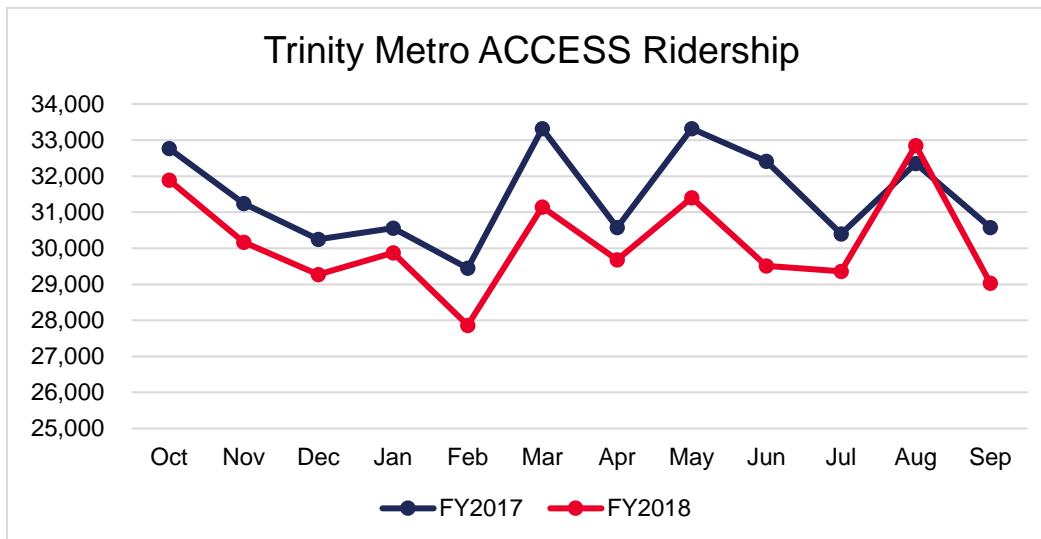
In fiscal 2018, total fixed route ridership was 5,225,082. This was a 1,309,140, or 20.2% decrease from fiscal 2017. Ridership decline is a national phenomenon that all transit agencies are dealing with.



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 60% of ACCESS trips are contracted through a third party. ACCESS services operates on a daily schedule seven days a week that is comparable to fixed route bus service.

In fiscal 2018, total ACCESS ridership was 362,051. This was a 15,168, or 4.0% decrease from fiscal 2017.



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.

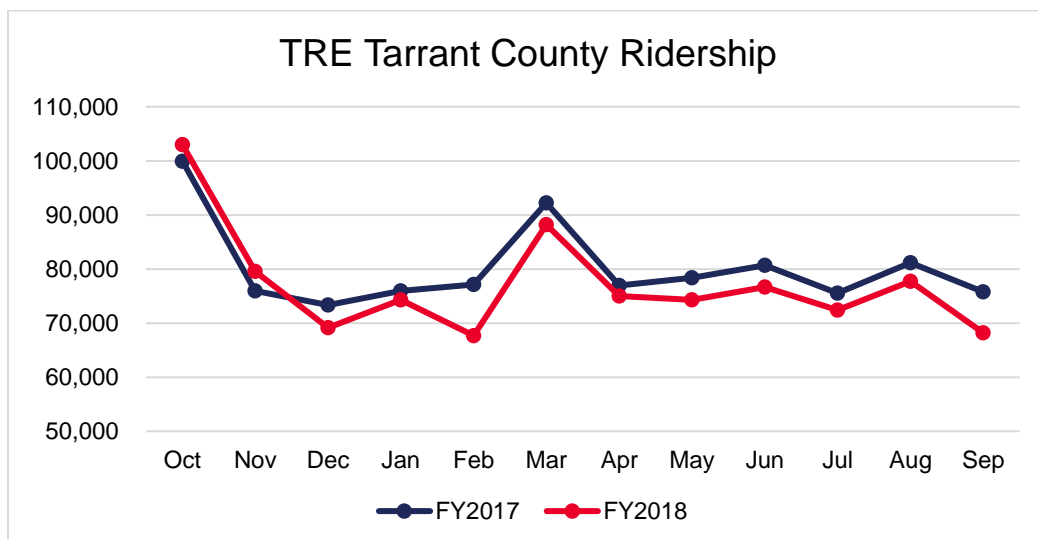
TRE operates on the former Rock Island line purchased by the cities of Dallas and Fort Worth in 1983. The cities deeded the line over to Trinity Metro and DART, who developed and now manage the TRE route. The 34-mile route serves 10 stations and is anchored at each end by restored railroad stations: 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, 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 which 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 2018, TRE Tarrant County boarding provided 926,099 passenger trips. This was a 36,927, or 3.8% decrease from fiscal 2017.



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 ride share apps, the growth of jobs outside of service areas, and lower fuel costs.

Other Services

Other ways 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.

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 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.

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 is a list of companies participating in the EasyRide program

Companies	
American Airlines	JPS Health Network
AT&T	Kelly Hart & Hallman
Bell Hellicopter	Kimbell Museum
Brown Dean Proctor & Howell	Litex Industries
City of Fort Worth	Macy's at Hulen
Dos Molina's	NBC Universal
Dialogue Direct	Omni Hotel Fort Worth
Enterprise	Oncor Electric Delivery
Federal Aviation Administration	Paragon Solutions
Federal Transportation Authority	Sheraton Hotel
First American Payment Systems	Tarrant County College
Fort Worth Club	Tarrant County Government
Fort Worth ISD	Taste Project
Fort Worth Zoo	TPG Equity Firm
GM Financial	UNO's
Goodwill Industries	UNT Health Science Center
Hilton	US Securities and Exchange
Holiday Inn Express	Walgreens Camp Bowie
Housing and Urban Development	Workforce Solutions
Huitt-Zollars	XTO Energy
JP Morgan Chase	

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.



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. 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.

Features

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 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 TEXRail train includes the following amenities:

- **Designated Quiet Car**
- **Level Boarding**
- **Bike Racks**
- **USB Charging Stations**
- **Seatback Trays**
- **Overhead Luggage Storage**

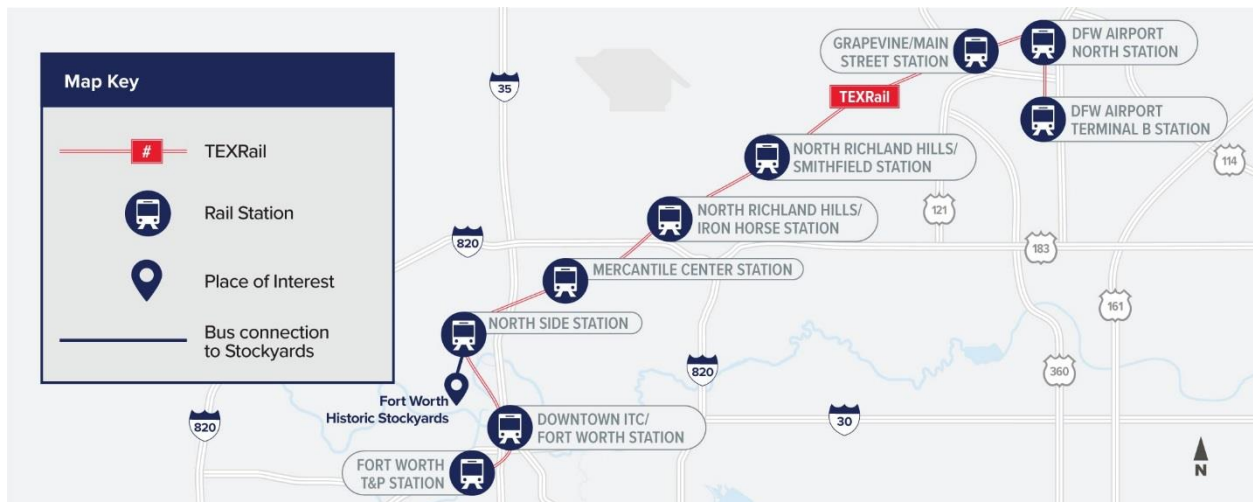
Routes and Stations

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.

There are nine TEXRail stations, two of which are already in use by TRE, which are the T&P Station and the ITC. The TEXRail stations include amenities such as canopies/shelters, windscreens, seating, trash receptacles, landscaping, signage, ticket vending machines, lighting and security cameras. The existing ITC station also provides the following amenities: Greyhound, Enterprise Rental Car, Bike Share, Subway and food cart vendors.

The other seven stations are as follows:

- **North Side Station**
- **Mercantile Center Station**
- **North Richland Hills / Iron Horse Station**
- **North Richland Hills / Smithfield Station**
- **Grapevine / Main Street Station**
- **DFW Airport North Station**
- **DFW Airport Terminal B Station**



Transit Oriented Development

Transit Oriented Development (TOD) around the TEXRail stations offer the communities of Fort Worth, North Richland Hills, Grapevine, and DFW Airport ways to enhance the areas adjacent to the stations in ways that will serve riders of the TEXRail commuter rail. Based on the input from local governments and citizens in the communities where stations are located, the project team developed TOD station area plans for some stations along the TEXRail route. As the commuter rail project evolves, the cities in which stations are built will use these plans as a tool for enhancing development around the stations.

- **T&P Station** – The proposed Katy Station Lofts is a \$94.2 million mixed-use building with 236 apartments, retail and a future hotel and would be the first transit-oriented development in Fort Worth.
- **North Richland Hills Iron Horse Station** – The proposed Fountain at Iron Horse is a \$150 million project that is planned to have 896 apartment units, 145 townhomes, 21 patio homes and 25,000-square feet of commercial space.
- **North Richland Hills Smithfield Station** – Plans for New villa-style homes.
- **Grapevine Main St. Station** – The proposed Grapevine Main Plaza is four-story train station with retail, office space and a 121 room hotel.



Rendering of Katy Station Lofts



Rendering of Fountain at Iron Horse



Rendering of Grapevine Main Plaza

Fiscal 2019 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 25% DBE participation. The TEXRail D/M/WBE project goal for design and construction has also been set and was approved by Trinity Metro's Board of Directors in October 2012. Trinity Metro, in coordination with the FTA, established a TEXRail project overall DBE goal of 12% and an 18% overall MWBE goal. Thus, the combined TEXRail project overall DMWBE goal is 30%.

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 2019 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 2018, Trinity Metro managed over \$453,000,000 in obligated funds. The Grants Administrator 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 2019 goals for the grants department:

- Procurement of environmentally friendly Low Emissions transit vehicles.
- Continued Program Management, Vehicle Acquisition, and Construction Services for TexRail.
- Installation of additional bus shelters throughout Trinity Metro 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.
- Planning additional transportation access to the cities of Crowley, Everman, and Forest Hill through grant funding to begin in fiscal 2019.
- Planning additional transportation opportunities for the North Quadrant of Fort Worth through grant funding to begin in fiscal 2019.

Facilities

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.

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.



Intermodal Transportation Center (ITC)

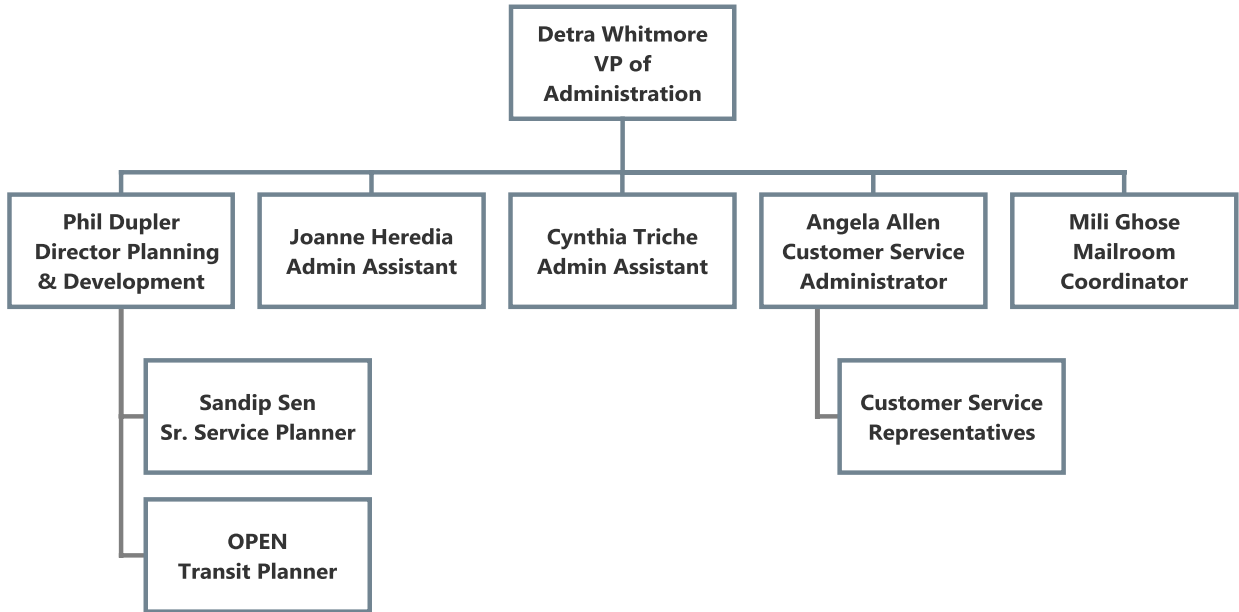
The Intermodal Transportation Center (ITC) at 9th and Jones Streets, is our downtown transit center which provides customers with options for purchasing tickets or receiving information. Enterprise Rent-A-Car, Amtrak, Greyhound Bus Lines, and Subway lease space at the ITC.

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 wedding and large functions. Its classic art deco is a popular venue for various events.
- **Intermodal Transportation Center (ITC)** at 9th and Jones Streets. This station provides connections to Trinity Metro's bus routes.
- **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.
- **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.

Administration



Measurable Objective

As outlined in the Master Plan, Trinity Metro has been working on improving existing service and expanding service to new areas of Tarrant County. Trinity Metro has divided its service area into different quadrants and working on improving service within these quadrants.

Quadrant Expansions

Fiscal Year	Target	Result	Target Met
FY17	North Quadrant	Completed	✓
FY18	West Quadrant	Completed	✓
FY19 Target	South Quadrant		

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Administration

Functions and Responsibilities

Administrative staff provides leadership and direction to ensure that Trinity Metro meets its mission, goals, and objectives. Additionally, the administrative staff ensures sound ethics and fiscal management for the agency consistent with federal, state and local laws and sound public practices.

FY2018 Accomplishments

- **Regional Transit Leadership:**
 - Completed the Interlocal Agreement for Transit Service to the City of Forest Hill.
 - Began partnership with the City of Fort Worth and Tarrant County for an On-Demand Shared Ride service.
 - Partnering with the North Central Texas Council of Governments to develop the High Intensity Bus Corridor on I35W.
- **Demonstrate the Value of Public Transportation in the Community:**
 - Part of the Adopt-a-Stop Initiative, exceeded the goal of 20 stops adopted to 38 stops.
 - Installed 50 of 110 passenger shelters as part of the Bus Stop Improvement Program.
- **Provide the Best Possible Customer Experience:**
 - Staff Attended In-House and Outside Training
 - Implemented on-line training for the Customer Service Department
- **Continue to Improve Organizational Practices and Develop Staff:**
 - Staff Attended In-House and Outside Training

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Presentation to Chambers of Commerce, business leaders, and other municipalities on transportation values
 - Board Members and Senior Staff participate in regional transit meetings
 - Partner with Crowley, Everman, Saginaw, Watauga and Blue Mound for transit service in their communities.
 - Connect transit to Tarleton University
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - **Implementations of the Transit Master Plan with guidance and support**

- Presentation to Chambers of Commerce, business leaders, and other municipalities on transportation values
 - Expansion and creation of new routes
 - Create a partnership with the City of Fort Worth and other municipalities
 - Plan a transit system in Alliance to get people to and from their employment centers.
 - Install the remainder of the passenger shelters
 - Improve ADA Accessibility at stops
- **Provide an Outstanding Customer Experience:**
 - **Leverage technology to improve service**
 - Implementation of new technology for fare media such as a SMART Card
 - Implement a new transit app for Trinity Metro to incorporate opportunities to partner with others.
 - Implement the On-Demand Shared Ride Service utilizing an app
- **Maintain Positive Organizational Culture:**
 - **Continue to be an employer of choice**
 - Encourage agency-wide professional development
 - Implement Diversity and Sensitivity training for all employees

Customer Service

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.

FY2018 Accomplishments

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - Introduced on-line customer service training to staff to ensure professional responses to customer inquiries
- **Demonstrate the Value of Public Transportation in the Community:**
 - **Implementations of the Transit Master Plan with guidance, and support**
 - Supported the implementation of new routes by answering customer questions about service changes
 - Continued to educate the community on the benefits of using Trinity Metro services
 - Continued to work toward the implantation of TEXRail by answering and inquiries related to TEXRail
- **Provide the Best Possible Customer Experience:**
 - **Leverage technology to improve service**
 - Implemented new technology for fare media
 - Staff QAP bus ride, once per month, in order for customer service staff to understand what customers experience
- **Continue to Improve Organizational Practices and Develop Staff:**
 - **Continue to be an employer of choice**
 - Staff will have attended in-house training
 - Staff have attended monthly interdepartmental meetings to share ideas and best practices

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - **On-going customer service skills training to ensure professional responses to customer inquiries**

- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - **Implementations of the Transit Master Plan with guidance, and support**
 - Implementation of new routes
 - Continue to educate the community on the benefits of using Trinity Metro's services
 - Implementation of TEX Rail
- **Provide an Outstanding Customer Experience:**
 - **Leverage technology to improve service**
 - Implementation of new Trapeze upgrade to help to provide better service more efficiently
 - Staff QAP bus ride, once per month, in order for customer service staff to understand what customers experience
 - Staff to continue to train with online training modules
- **Maintain Positive Organizational Culture:**
 - **Continue to be an employer of choice**
 - Staff will attend in-house training and interdepartmental meetings to share ideas and best practices

Planning

Functions and Responsibilities

Responsible for coordinating the strategic service, and long-range planning activities of Trinity Metro.

FY2018 Accomplishments

- **Regional Transit Leadership:**
 - Developed service plans for Forest Hill, Everman, Crowley and White Settlement. Reached out to Hurst, Euless, Bedford, North Richland Hills, Kennedale, Westworth Village, Arlington, Lake Worth and Sansom Park.
 - Implemented new routes connecting Tarrant County College Campuses in non-member cities

- **Demonstrate the Value of Public Transportation in the Community:**
 - Implemented improved late night and weekend frequency on Route 2 in the West Quadrant, Route 1 in the South Quadrant and The Spur in the East Quadrant

- **Provide the Best Possible Customer Service:**
 - Implemented Remix which allows Planning to “take the show on the road” effectively being able to plan routes live while meeting with stakeholders.
 - Updated the Transit Master Plan website.
 - Completed a list of 110 locations for new shelters, half installed of these have been installed

- **Continue to Improve Organizational Practices and Develop Staff**
 - Completed NTI Course on National Environmental Policy Act

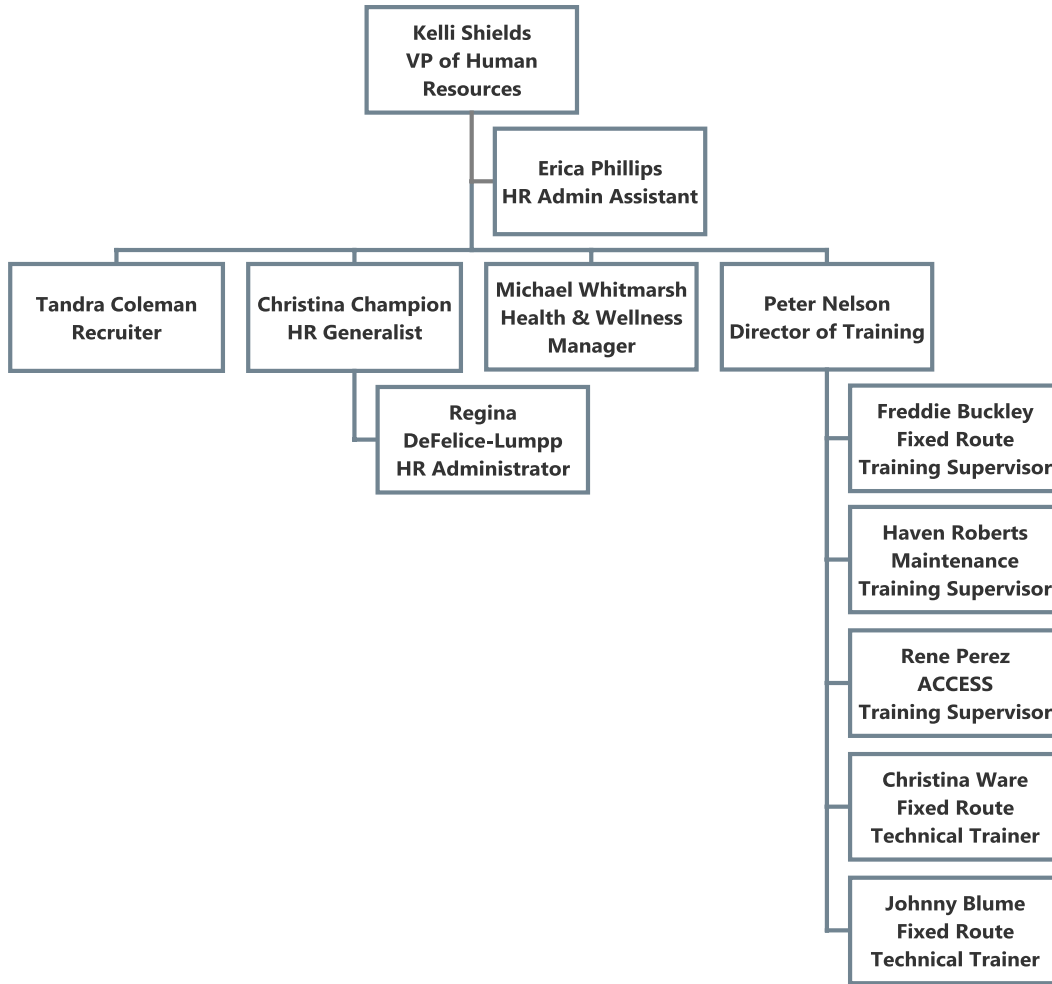
FY2019 Planned Initiatives (Goals)

- **Increase support for Transit:**
 - **Secure multi-jurisdictional support**
 - Will secure partnerships with Forest Hill, Everman, Crowley and Sansom Park

- **Educate the Community About the Benefits of Trinity Metro’s Services:**
 - **Implementation of the strategic plan (Master Plan)**
 - Planning staff will lead the development of quadrant-by-quadrant Operations Analysis working toward the implementation of the Transit Master Plan. South Quadrant planning will be complete by September 2019

- Update Service Standards adopted in 2013 but which need to be modified to incorporate 2015 Transit Master Plan
- **Provide an Outstanding Customer Experience:**
 - **Leverage technology to improve service**
 - Will plan and implement Mobility on Demand service in the Tarrant County area
 - Will work with City of Fort Worth to plan and implement que jump signals along West 7th Street
 - Will implement a new circulator between downtown and the museum district utilizing electric buses
- **Maintain Positive Organizational Culture:**
 - **Continue to add value to the organization**
 - Director will attend Leadership Fort Worth training
 - Staff will attend the APTA Bus & Paratransit and ESRI GIS User Conferences along with locally offered NTI courses

Human Resources



Measurable Objective

In order to reach Trinity Metro’s goal of maintaining a positive organization culture Trinity Metro works towards providing the best possible quality of life for its employees. A way Trinity Metro works toward this goal is by investing in the physical health of its employees. Every year Trinity Metro participates in the American Heart Association’s Workplace Health Achievement Index in order to be recognized for their implementation of quality workplace health programs and a culture of health best practices.

Workplace Health Achievement Index

Fiscal Year	Target	Result	Target Met
FY16	Recognized	Recognized - Silver	✓
FY17	Recognized	Recognized - Silver	✓
FY18	Recognized	Recognized - Gold	✓
FY19 Target	Recognized		

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Human Resources and 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.

FY2018 Accomplishments

- **Regional Transit Leadership:**
 - Hosted regional TSI Course on Accident Investigation
 - Partnered with DART on Conflict De-Escalation Training for Operators
 - Participated in DART's recurrent training for Operators
 - Certified test site for CDL testing
 - Participation in local and state Roadeo events

- **Demonstrate the Value of Public Transportation in the Community:**
 - Career fairs and employment opportunities

- **Provide the Best Possible Customer Service:**
 - 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
 - Conducted ride checks on new Paratransit Contractors
 - Achieved Gold status for Workplace Health Achievement from the American Heart Association

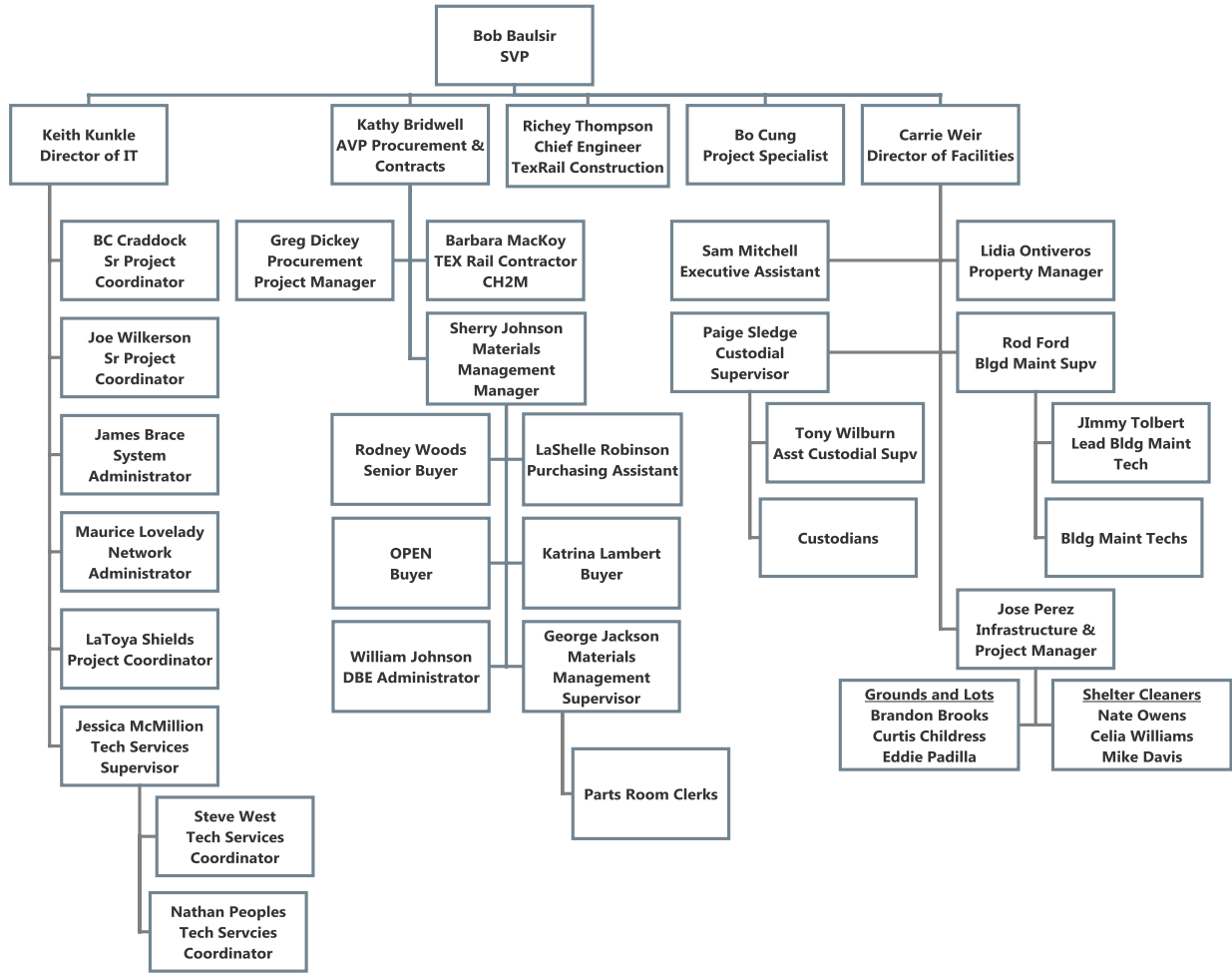
- **Continue to Improve Organizational Practices and Develop Staff**
 - Implemented Learning Management System for recordkeeping
 - Revised and expanded Operator Handbook
 - Revised and expanded Blood Borne Pathogen and Biohazard training
 - Conducted CPR and First Aid training for employees
 - Conducted 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

FY2019 Planned Initiatives (Goals)

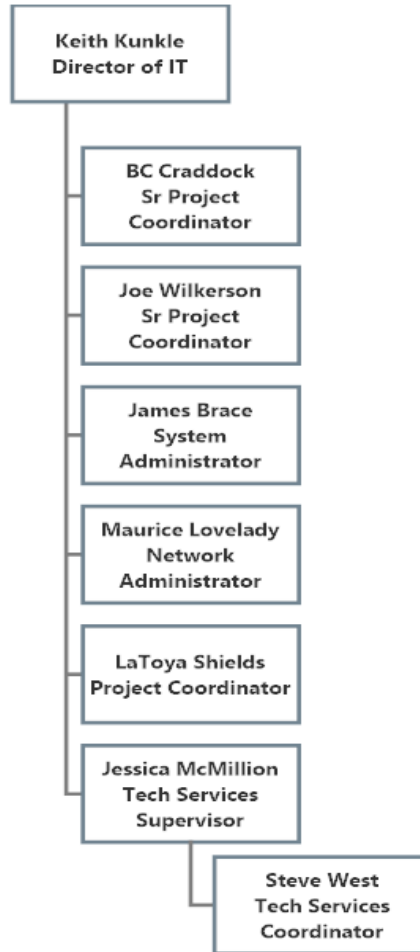
- **Increase Support for Transit:**
 - Host three regional TSI courses
 - Continued partnerships with DART and DPS
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Career fairs and employment opportunities
- **Provide an Outstanding Customer Experience:**
 - Implement on-site 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 Operator Training Manual
- **Maintain Positive Organizational Culture:**
 - Develop and implement annual recurrent training for Fixed Route Operators
 - Resume quarterly training for Operations supervisors and managers
 - Continue all current programs (e.g., mentoring, company orientation, professional development classes, CPR/First Aid, etc.)
 - Research, select, and implement a company-wide Diversity program
 - Implementing an Onsite Health Clinic

Rail, Procurement & Facilities



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Information Technology



Measurable Objective

The Information Technology department is charged with the replacement/upgrade of office equipment throughout Trinity Metro. Approximately 25% of desktops, laptops, tablets, and thin clients are scheduled to be replaced each year. By keeping technology up to date Trinity Metro provides a better work environment for its employees, which helps maintain a positive organizational culture.

IT Equipment Replacement

Fiscal Year	Target	Result	Target Met
FY16	25.0%	25.0%	✓
FY17	25.0%	25.0%	✓
FY18	25.0%	25.0%	✓
FY19 Target	25.0%		

Higher is better

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Information Technology

Functions and Responsibilities

Provide and support Information Technology/Service solutions.

FY2018 Accomplishments

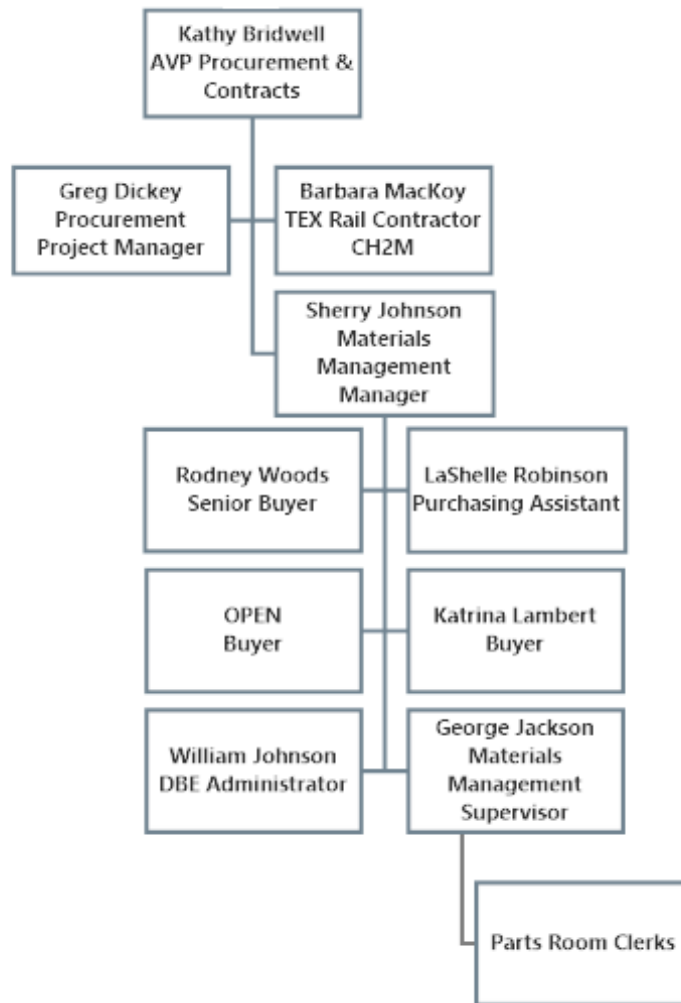
- **Regional Transit Leadership:**
 - Worked with DART and DCTA to provide straight forward, consistent fare structure for passengers
 - Updated Trapeze to latest stable version to set groundwork for CAD/AVL and other Trapeze products
 - Updated vehicle video recording and monitoring back office systems
- **Demonstrate the Value of Public Transportation in the Community:**
 - Worked with DART and DCTA to provide consistent fare structure for passengers
 - Worked with TCC to produce a student ID that would allow students to ride the bus and have the costs covered by TCC
- **Provide the Best Possible Customer Service:**
 - Worked with DART and DCTA to provide consistent fare structure for passengers
 - Worked with TCC to produce a student ID that would allow students to ride the bus and have the costs covered by TCC
 - Updated vehicle video recording and monitoring systems throughout the fleet
- **Continue to Improve Organizational Practices and Develop Staff**
 - Staff attended in-house and outside training
 - Staff attended Trapeze conference

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Introduce wireless probing for all vehicle fareboxes
 - Install vehicle routers in all fixed route and paratransit vehicles to allow implementation of CAD/AVL system and provide real-time video feeds during emergencies
 - Implement smart cards for use on buses and trains to improve boarding.
 - Implement CAD/AVL solution to provide improved dispatching, rerouting and vehicle location capabilities
 - Replace outdated video recorders on vehicles with the new Trinity Metro standard

- Fully implement Trapeze COM/COM Web to provide a comprehensive complaint/commendation system tightly integrated with other Trapeze products
- Implement mobile payment system for Trinity Metro to replace the GoPass
- Proved web site for customers to purchase passes, recharge smart cards and check balances directly through our fare collection system
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Implement smart cards for use on buses and trains
 - Fully implement Trapeze COM/COM Web to provide a comprehensive complaint/commendation system tightly integrated with other Trapeze products
 - Implement mobile payment system for Trinity Metro to replace the GoPass
 - Proved web site for customers to purchase passes, recharge smart cards and check balances directly through our fare collection system
- **Provide an Outstanding Customer Experience:**
 - Implement smart cards for use on buses and trains
 - Replace cash registers with fully-integrated point of sale terminals
 - Fully implement Trapeze COM/COM Web to provide a comprehensive complaint/commendation system tightly integrated with other Trapeze products
 - Implement mobile payment system for Trinity Metro to replace the GoPass
 - Proved web site for customers to purchase passes, recharge smart cards and check balances directly through our fare collection system
- **Maintain Positive Organizational Culture:**
 - Encourage professional development through training seminars, webinars and user conferences

Contract Administration and Procurement



Measurable Objective

Trinity Metro annually seeks to spend at least 25% of its dollars for goods and services with Disadvantaged Business Enterprises (DBEs). DBEs are primarily small, minority and women-owned businesses.

Disadvantaged Business Enterprise (DBE)

Fiscal Year	Target	DBE Result	MWBE Result	DBE+MWBE	Target Met
FY16	25.0%	29.10%	3.00%	32.10%	✓
FY17	25.0%	20.70%	11.30%	32.00%	✓
FY18	25.0%	11.14%	11.26%	22.40%	✗
FY19 Target	25.0%				

Higher is better

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Contract Administration and Procurement

Functions and Responsibilities

The Contract Administration and Procurement Department provides compliance and oversight of procurements through various service providers, ensuring the availability of products and services which support the mission of the organization.

FY2018 Accomplishments

- **Regional Transit Leadership:**
 - Supported contracts for Interlocal Agreements to provide services to regional transit authorities and organizations/entities throughout the region
 - Issued solicitation and contract for CentrePort Route 30 Circulator service for Trinity Metro Access
 - Issued Request for Qualifications for TRE Trinity River Bridge to select a contractor for double-tracking the TRE Trinity River Bridge as a track shared with DART
 - Working with several cities in the TEXRail corridor, issued a solicitation for a Parking Management study and contract for all Trinity Metro parking areas, including future TEXRail parking areas
 - Finalized Positive Train Control (PTC) agreements for TRE and TEXRail to have in place with TEXRail when service begins
 - Worked with Marketing to transition rebranding for equipment and building signage to “Trinity Metro”
 - Hosted first “Procurement Workshop” with DART and DCTA Procurement, discussing opportunities for joint procurements and educational opportunities

- **Demonstrate the Value of Public Transportation in the Community:**
 - Presented 2018 Transportation Forecast, highlighting Trinity Metro capital projects and significant on-going work to the Women in Transportation Group
 - Sponsored DBE Vendor Outreach on solicitations for services and projects
 - Supported Marketing and Administrative efforts for initiatives and contracts
 - Developed and distribute a quarterly DBE newsletter which highlights DBE participation in TEX Rail construction projects
 - Collaborated with the City of Fort Worth to procure Trinity Metro’s first fleet of Electric Buses as an environmental reduction in the carbon footprint
 - Collaborating with Planning and City of Fort Worth to develop First Mile/Last Mile connecting service

- **Provide the Best Possible Customer Service:**
 - Provided contract and project support for the implementation of Farebox and Point of Sale Payment system
 - Provided contract and project support for construction and installation of the Bus Wash
 - Provided contract and project support for the CNG Station upgrade and pipeline for improvements with bus system fueling
 - Provided contract and implementation support for ERP system
 - Provided contract and project support for TEX Rail construction projects, including completion of the TEXRail Equipment Maintenance Facility
 - Received TEXRail DMU's and began testing for service
 - Contracted for new Trinity Metro headquarters, to begin design and construction in 2018
 - Provided contract and project support for On-Site Health Care Clinic

- **Continue to Improve Organizational Practices and Develop Staff**
 - Staff attended FTA Transit classes and seminars for educational development
 - Developed Insurance Tracking Management Log and process for the Shared Drive
 - Participated in the implementation of ERP system
 - Presented Procurement Overview to new staff in Orientation, with classes offered to internal staff twice a year or as requested

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - **Support the procurement efforts of regional agencies**
 - Continue to meet as a regional procurement group with DART and DCTA to discuss procurement topics and initiatives
 - Monitor and provide contractual support to contracts which are regional
 - Support departments which are providing services for regional transit needs

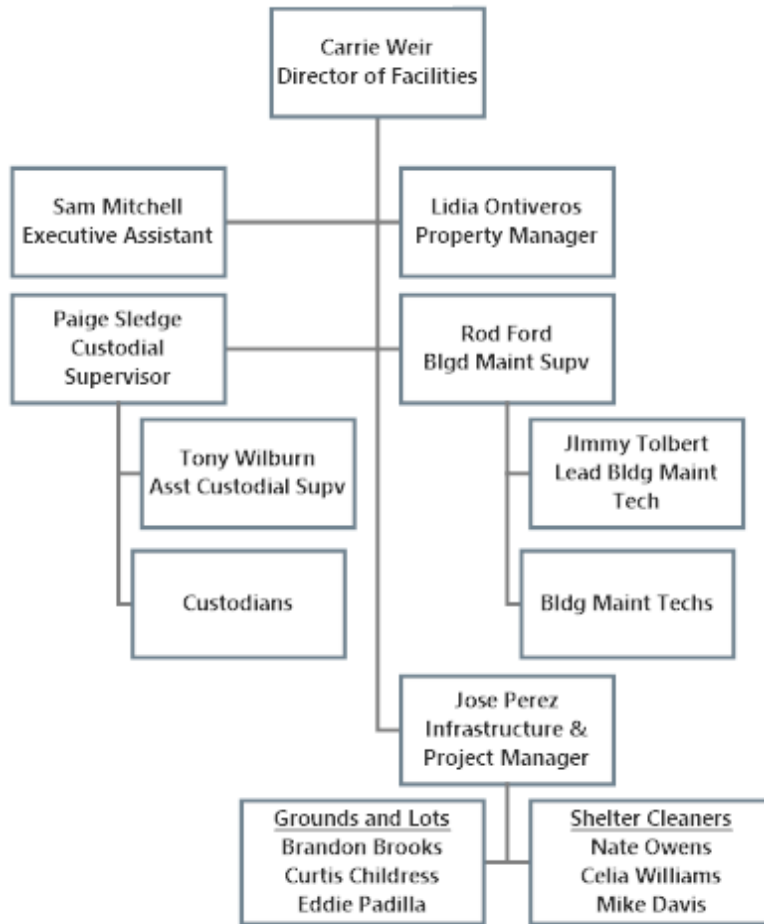
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - **To administer contracts and procurement through ethical conduct and transparent processes**
 - Ensure Federal funds are expended through sound procurement principles
 - Maintain fair and open participation in procurements with qualified and competent suppliers, contractors and consultants
 - Utilize DBE firms to meet and exceed established goals
 - Enhance Trinity Metro's reputation through the procurement practices

- **Provide an Outstanding Customer Experience:**
 - **Procure services and goods which achieve quality, and cost efficiencies through processes and procedures which are compliant with policies**
 - Host a Vendor outreach event for potential suppliers
 - Host internal customer training classes for procurement processes.
 - Establish and measure performance with internal surveys and benchmarking
 - Support internal departments through the procurement of quality goods and services in a timely manner to meet demands

- **Maintain Positive Organizational Culture:**
 - **Improve efficiencies of the organization through the procurement department**
 - Support professional certification goals for staff development and training
 - Develop and support Best Practices for the organizational improvement through the ERP system implementation
 - Accomplish departmental goals and objectives and further Trinity Metro's objectives within general policy guidelines

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Facilities



Measurable Objective

Improving facilities and amenities is one of the Master Plan’s key objectives. That includes providing safe and comfortable shelters for our customers while they wait to board their bus.

Bus Shelter Installations

Fiscal Year	Target	Result	Target Met
FY16	15	15	✓
FY17	15	15	✓
FY18	50	50	✓
FY19 Target	50		

Higher is better

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Facilities

Functions and Responsibilities

The Facilities department supports the organization by providing clean, safe, and well maintained facilities and keeping us in compliance with all applicable local, state, and federal codes. Tasks of the department will be accomplished through positive leadership, on-time planned maintenance, proper training, and providing great customer service to our internal and external customers. The ultimate goal is to have a proactive impact upon 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.

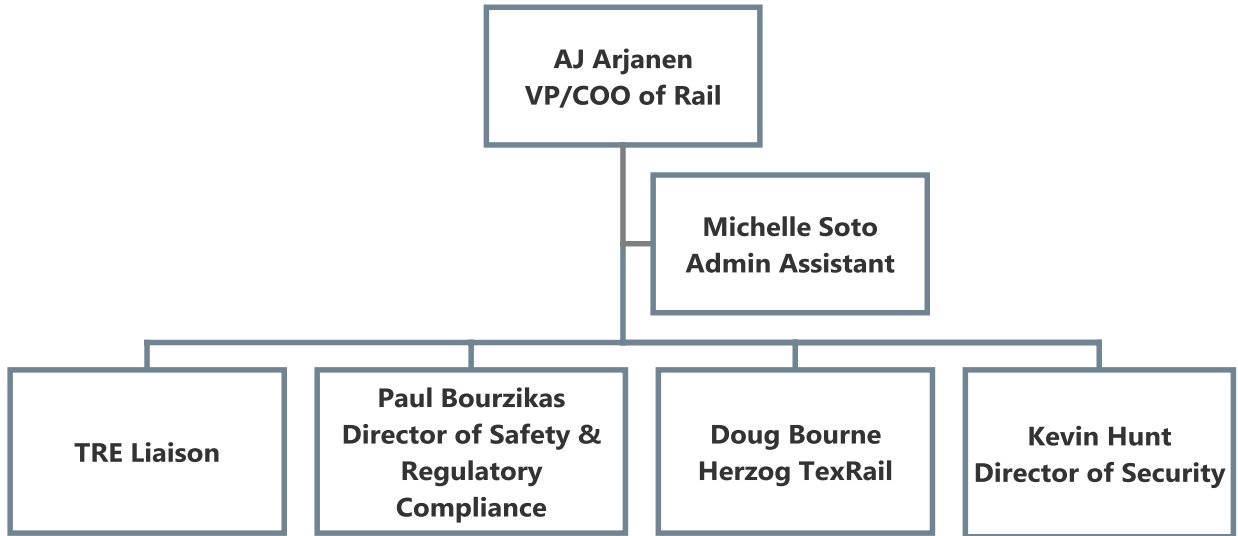
FY2018 Accomplishments

- **Regional Transit Leadership:**
 - Director of Facilities served as
 - a T&P Master Association Board Member
 - a member of a committee designated by the City of Fort Worth to reduce trash/litter within the Fort Worth City Limits
- **Demonstrate the Value of Public Transportation in the Community:**
 - In the process of completely upgrading our fueling station to provide faster more reliable fueling at a much lower operating cost. We continue to operate CNG vehicles to help reduce emissions
 - To provide electric bus service on 7th Street for the new DASH service, we are upgrading our electrical infrastructure to accommodate the new charging equipment
- **Provide the Best Possible Customer Service:**
 - The bus wash facility has been completely remodeled and is getting all new equipment installed. This will provide a more reliable and efficient bus wash ensuring our busses are clean when they leave the lot
 - We have committed to installing 100 new bus shelters and are currently half way through that commitment
 - Upgrade lighting to the downtown bus shelters
- **Continue to Improve Organizational Practices and Develop Staff**
 - We are getting ready to re-stripe our bus lot to allow us to park more buses on the same footprint. It will also ensure a safer working environment
 - Our custodial department is adopting an efficiency cleaning practice which will better help them manage cleaning needs and become more efficient

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - The facility department will assist Trinity Metro in any need which arises to ensure we continue to provide safe and reliable transportation to our members
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - All of the buildings and monument signs will be upgraded to embrace the new Trinity Metro look
- **Provide an Outstanding Customer Experience:**
 - All of the parking lot lights will be upgraded to LED lighting to provide better light and reduce operating costs
 - All of our buildings will be rekeyed to a new master system, which will provide better security
 - We plan to remove the underground diesel and unleaded storage tanks and install much smaller above ground tanks
- **Maintain Positive Organizational Culture:**
 - The facilities department will continue to serve Trinity Metro's internal and external customers to ensure we provide a safe, clean, and well maintained environment
 - Grove Street will be renovated to become Trinity Metro's new headquarters

Rail Operations



Measurable Objective

In order to continue to reach Trinity Metro’s goal of providing outstanding customer service, the Rail Operations department works to maintain a high on-time performance when providing commuter rail service to customers. A high on-time performance ensures that Trinity Metro’s customers are confident that they will arrive at their destinations on-time and without delay. Trinity Metro has continued to constantly meet its on-time performance goals and expects to continue this trend into fiscal 2019.

TRE On-Time Performance

Fiscal Year	Target	Result	Target Met
FY16	97.0%	97.9%	✓
FY17	97.0%	98.5%	✓
FY18	97.0%	98.2%	✓
FY19 Target	97.0%		

Higher is better

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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.

FY2018 Accomplishments

- **Regional Transit Leadership:**
 - Collaborated with other transit providers to advance more public transit in the region
 - Continued to share resources within the region to enhance safety and operational efficiency
- **Demonstrate the Value of Public Transportation in the Community:**
 - Continue to utilize dispatching software to improve efficiency
- **Provide the Best Possible Customer Service:**
 - Continue towards implementation of Positive Train Control
- **Continue to Improve Organizational Practices and Develop Staff**

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Continue to support TEXRail in reaching its revenue service goal through coordinating construction activities
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Continue to promote community events in Tarrant County that can be reached by taking the TRE
- **Provide an Outstanding Customer Experience:**
 - Continue to provide safe and reliable service between the cities of Fort Worth and Dallas
- **Maintain Positive Organizational Culture:**
 - Continue to develop and train staff through external training opportunities

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TEXRail

Functions and Responsibilities

TEXRail staff work to design, build and manage all construction work located along the 27-mile track from downtown Fort Worth to DFW International Airport.

FY2018 Accomplishments

- **Regional Transit Leadership:**
 - Continued to build and maintain strong relationships with the municipalities and other stakeholders within the TEXRail Corridor
 - Continued participation in the regional transit meeting by Board Members and Senior staff
- **Demonstrate the Value of Public Transportation in the Community:**
 - TEXRail staff continue speaking at local meetings about TEXRail and its benefits for the community
 - Continued to provide on-line updates about TEXRail to keep the public up to date on construction progress
- **Provide the Best Possible Customer Service:**
 - Continued the management of TEXRail, so it meets the needs of the community
- **Continue to Improve Organizational Practices and Develop Staff**
 - Continue to provide professional development and staff training opportunities such as rail safety training and APTA Rail conference

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Continue to provide new opportunities for Transit Oriented Development which will promote the economies of the local areas and boost ridership
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - TEXRail staff continue speaking at local meetings about TEXRail and its benefits for the community
 - Continued to provide on-line updates about TEXRail to keep the public up to date on construction progress
 - Work with Marketing to promote the "TEXRail Time to Train" advertising campaign promoting the TEXRail revenue service launch date
- **Provide an Outstanding Customer Experience:**

- Provide a fast and efficient service for customer from downtown Fort Worth into DFW International airport
- Work towards the implementation of Positive Train Control for enhanced safety
- **Maintain Positive Organizational Culture:**
 - Continue to provide professional development and staff training opportunities such as rail safety training and APTA Rail conference

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.

FY2018 Accomplishments

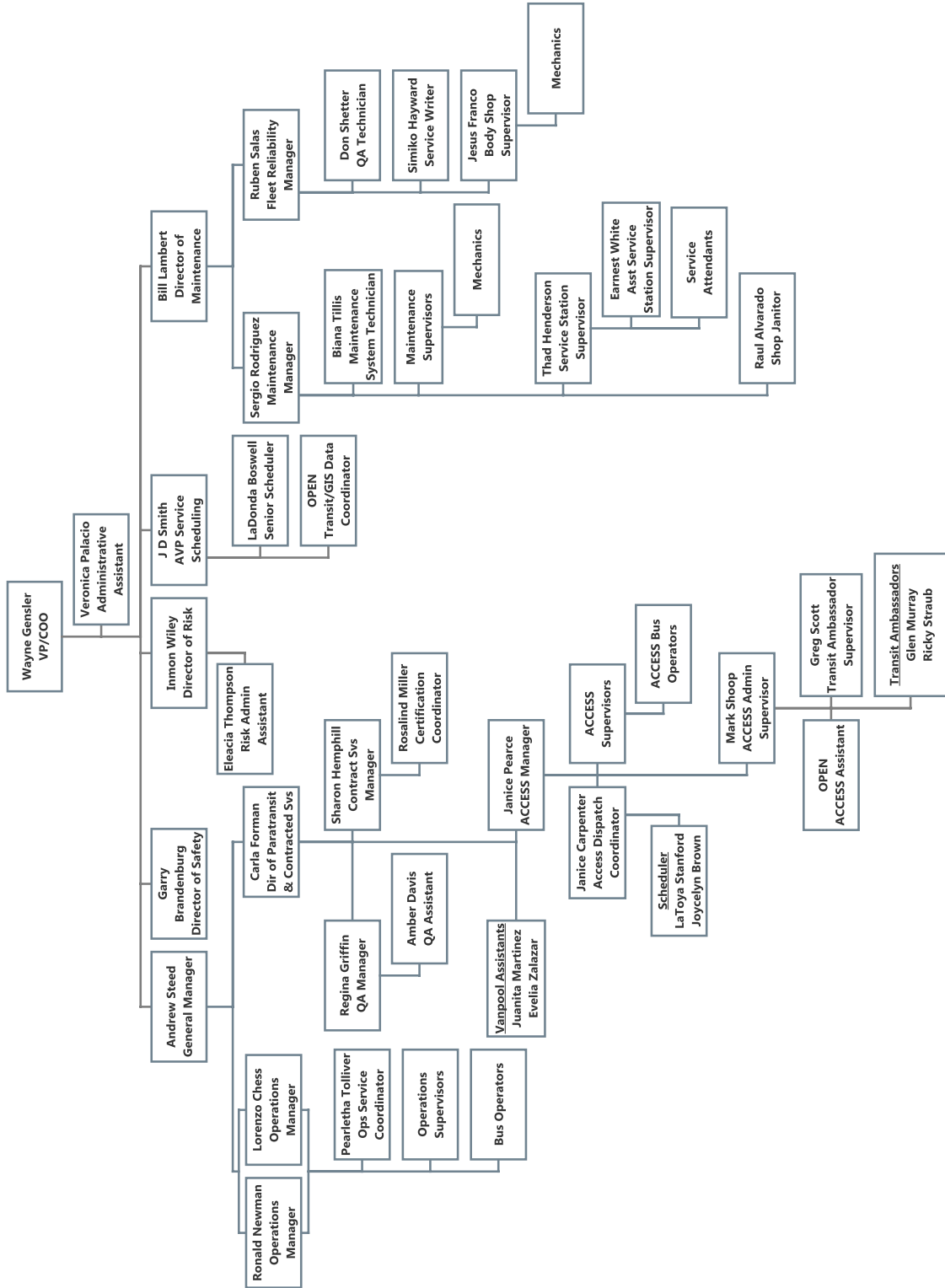
- **Regional Transit Leadership:**
 - Initiated interlocal agreement processes to create TEXRail working partnerships with Grapevine, North Richland Hills, and DFW Airport Police Agencies, as well the Tarrant County Sheriff's Office.
- **Demonstrate the Value of Public Transportation in the Community:**
 - Have created alliances with the Downtown Security Directors Group, and Police Department's Neighborhood Policing Divisions, to establish police support in response to all Trinity Metro facilities.
 - Continued partnership with the 5-Stones Task Force for the education of Human Trafficking.
- **Provide the Best Possible Customer Service:**
 - Initiated membership into professional security organization, ASIS International, to achieve Physical Security Professional certifications for the advancement of Trinity Metro's security infrastructure.
- **Continue to Improve Organizational Practices and Develop Staff**
 - Continued collaboration with Training Department for Security Awareness presentation in New-Hire Orientation, in addition to employee training of Workplace Violence, Human Trafficking, De-escalation Techniques & Operator Self-Defense Tactics, as well as Active Shooter Response.

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Work with the Vice President of Administration to establish interlocal police agreements between the new city partners of Forest Hill and Lake Worth and Trinity Metro

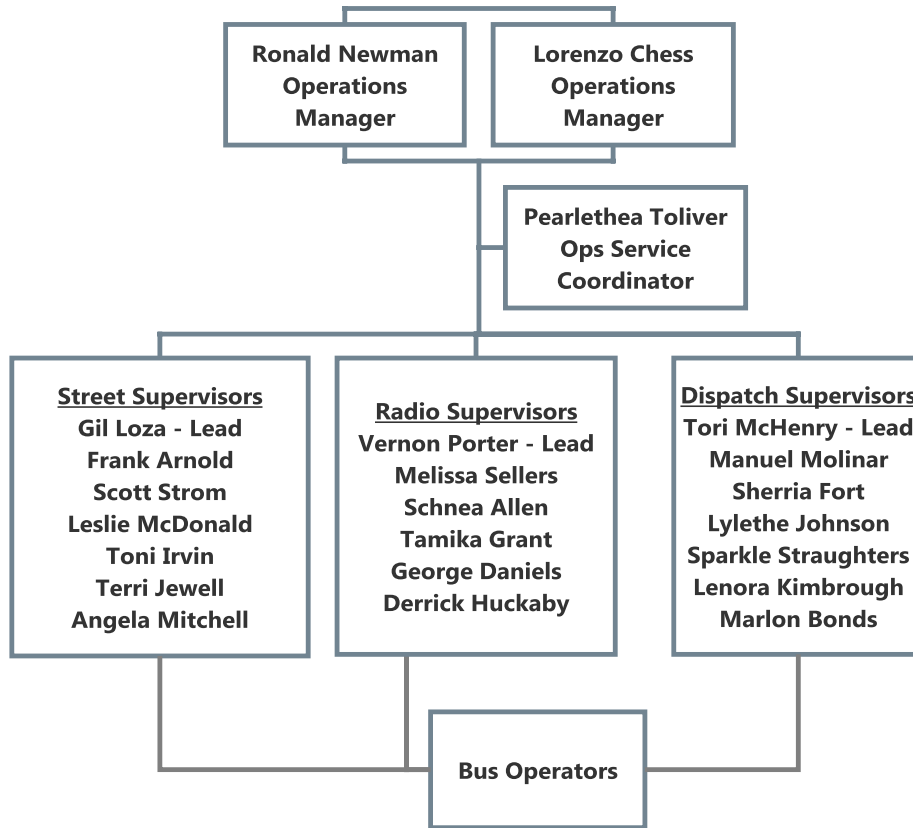
- **Educate the Community About the Benefits of Trinity Metro’s Services:**
 - Continue working with stakeholders within the Downtown Security Director’s Group, the Police Department’s Neighborhood Policing division, and 5-Stones Task Force on Human Trafficking to maintain a high level of visibility and patrol response at all Trinity Metro facilities, and promoting our partnership/role with ACH on Project Safe Place
- **Provide an Outstanding Customer Experience:**
 - Implement a mobile application for reporting suspicious activity at all stops, stations and transfer centers
- **Maintain Positive Organizational Culture:**
 - Support Human Resources Training department with continued Workplace Violence and System Security and Emergency Plan training, to include Active Shooter Response

Operations



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Fixed Route Operations



Measurable Objective

In order to continue to reach Trinity Metro’s goal of providing outstanding customer service, the Fixed Route Operations department works to maintain high on-time performance when providing service to Trinity Metro’s fixed route bus customers. A high on-time performance ensures that Trinity Metro’s customers are confident that they will arrive at their destinations on-time and without delay. Trinity Metro has continued to constantly meet its on-time performance goals and expects to continue this trend into fiscal 2019.

Fixed Route On-Time Performance

Fiscal Year	Target	Result	Target Met
FY16	93.0%	93.0%	✓
FY17	93.0%	94.0%	✓
FY18	93.0%	93.6%	✓
FY19 Target	93.0%		

Higher is better

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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.

FY2018 Accomplishments

- **Regional Transit Leadership:**
 - Implementation of service to the Tarrant County College (TCC) outside of our service area
 - Revision to the route 64
- **Demonstrate the Value of Public Transportation in the Community:**
 - Planning for Expansion in West Quadrant & South Quadrant
 - Continue to maintain strong relationships with communities, their leaders, and key constituents
- **Provide the Best Possible Customer Service:**
 - Developed a New Quality Assurance Department for responding quicker to customer issues and concerns
- **Continue to Improve Organizational Practices and Develop Staff**
 - Continue to provide professional development opportunities
 - Working towards a culture of inclusion
 - Engage and educate healthy lifestyles to all employees through our management team
 - Fixed Route Operations will continue to support the supervisors' development and mentoring programs

FY2019 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support.**
 - Participating in the realignment plan to coordinate better routing options for customers
 - Setting up quarterly meetings with DART and DCTA operations teams to look at best practices and increase connectivity
- **Demonstrate the Value of Public Transportation in the Community:**
 - **Implementations of the strategic plan (Master Plan) with guidance, and support.**

- Elevate the profile of Trinity Metro
 - Support the other avenues for transit in partnership
 - Planning for Expansion in West Quadrant & South Quadrant
 - Participating as a partner agency in all Emergency Operations Center meetings with the City of Fort Worth Planning, Police, Fire, Medstar and other public and private organizations
- **Provide the Best Possible Customer Experience:**
 - **Leverage technology to improve service.**
 - Start the implementation of the Intelligent Transit System technology that will allow us to micro-manage the daily operations of the entire fleet
 - Continuing Conflict De-escalation training will occur in FY19 at all new hire operator orientation
- **Continue to Improve Organizational Practices and Develop Staff:**
 - **Continue to be an employer of choice.**
 - Continuing to work towards a culture of inclusion
 - Fixed Route Operations will continue to support the supervisor development and mentoring programs
 - Engage and educate healthy lifestyles to all employees through our health and wellness management team
 - Keep staff informed of company developments through weekly staff meetings and quarterly team meetings

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.

FY2018 Accomplishments

- **Regional Transit Leadership**
 - Worked with Operations and Planning to, within budget constraints, improve service in the west, south, and east quadrants of Trinity Metro's service area to provide longer hours, more frequent, consistent weekday/weekend service were the primary changes implemented
- **Demonstrate the Value of Public Transportation in the Community**
 - Worked with Operations and Planning to, within budget constraints, improve service in the west, south, and east quadrants of Trinity Metro's service area to provide longer hours, more frequent, consistent weekday/weekend service
- **Provide the Best Possible Customer Service**
 - Assisted Marketing to improve accuracy and consistency of printed schedules
 - Coordinated efforts of NextBus contractor to improve operational efficiency of the automatic vehicle location system and automatic voice announcement systems on the fixed route vehicles
 - Worked with Operations and Planning to improve service quality for selected routes we adjusted routing, tweaked time points, extended service hours, adjusted frequencies
- **Continue to Improve Organizational Practices and Develop Staff**
 - Staff attended annual Trapeze User Conference focused on learning best practices from other Trapeze users and developing methods for improved utilization of our installed Trapeze system
 - Tested and validated new release of the Trapeze system to upgrade to new functionality for administration of the fixed route and paratransit services
 - Continued the 18-month implementation of replacement system for existing back office business systems and maintenance management (Ellipse)

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Work with Operations and Planning, as funding allows, to restructure existing routes to provide more service supporting our customers' changing needs
 - Work with Operations and Planning to adjust existing route service to be simpler to provide and 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 for Trinity Metro customers regarding Trinity Metro services
- **Provide an Outstanding Customer Experience:**
 - Implement software tools to aid analysis of automatic passenger counter (APC) data to improve route performance:
 - Use APC data to consolidate under-utilized bus stops.
 - Use APC data to identify route segments with no ridership and consider elimination
 - Use APC data to adjust runtimes for better schedule performance.
 - Improve processes for real-time passenger notification of situations impacting bus schedules/routes
- **Maintain Positive Organizational Culture:**
 - Complete the 18-month implementation of the replacement system for existing back office business systems and maintenance management (Ellipse)
 - Guide implementation of an agency-wide document management system to reduce paperwork, automate workflows, and improve document storage/retrieval processes

Risk & Safety



Measurable Objective

Trinity Metro is committed to reaching its goal of providing outstanding customer service by providing a safe service to its customers. The Risk & Safety departments keeps track of accidents Collisions per 100K miles for fixed route bus and Access paratransit services. Trinity Metro has continued to work to reduce the number of collisions by offering comprehensive safety programs and hazard assessments and by identifying necessary training for operators.

Collisions Per 100K Miles

Fixed Route Bus				ACCESS Paratransit			
Fiscal Year	Target	Result	Target Met	Fiscal Year	Target	Result	Target Met
FY16	1.50	1.77	X	FY16	0.95	1.26	X
FY17	1.50	1.91	X	FY17	0.95	0.43	✓
FY18	1.75	1.45	✓	FY18	0.95	0.60	✓
FY19 Target	1.35			FY19 Target	0.50		

Lower is better

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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.

FY2018 Accomplishments

- **Regional Transit Leadership:**
 - Participated in Texas Transit Safety & Security Professional Association
 - Member of Risk Management Society
 - Active member of COMTO
 - Part of working partnership with Safety & Risk Management Department at DART
 - Attended APTA Risk Management Seminar
 - Completed Transportation Safety Institute (TSI) safety program to earn TSSP certification
- **Demonstrate the Value of Public Transportation in the Community:**
 - Continue to utilize the bus system on a regular basis to lead by example
 - Participate when needed with marketing in our booths at public events
 - Conduct periodic system safety check
- **Provide the Best Possible Customer Service:**
 - Risk Management 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 hazards assessments. This helps to minimize accidents and passenger injuries
- **Continue to Improve Organizational Practices and Develop Staff**
 - Completed training through TSI and have received World Safety Organization Certification
 - Will continue to assist and work with training department to help identify necessary training for operators to reduce incidents and accidents

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Assume a leadership role in new hire training for Risk Management Department
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Risk Management 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 hazards assessments. This helps to minimize accidents and passenger injuries
- **Provide an Outstanding Customer Experience:**
 - Will make priority to investigate and settle claims in precise and timely manner
 - Will go out to transfer centers and bus stops to discuss issues with operators and passengers
- **Maintain Positive Organizational Culture:**
 - Work with the training department to help identify necessary training for operators to reduce accidents and incidents

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.

FY2018 Accomplishments

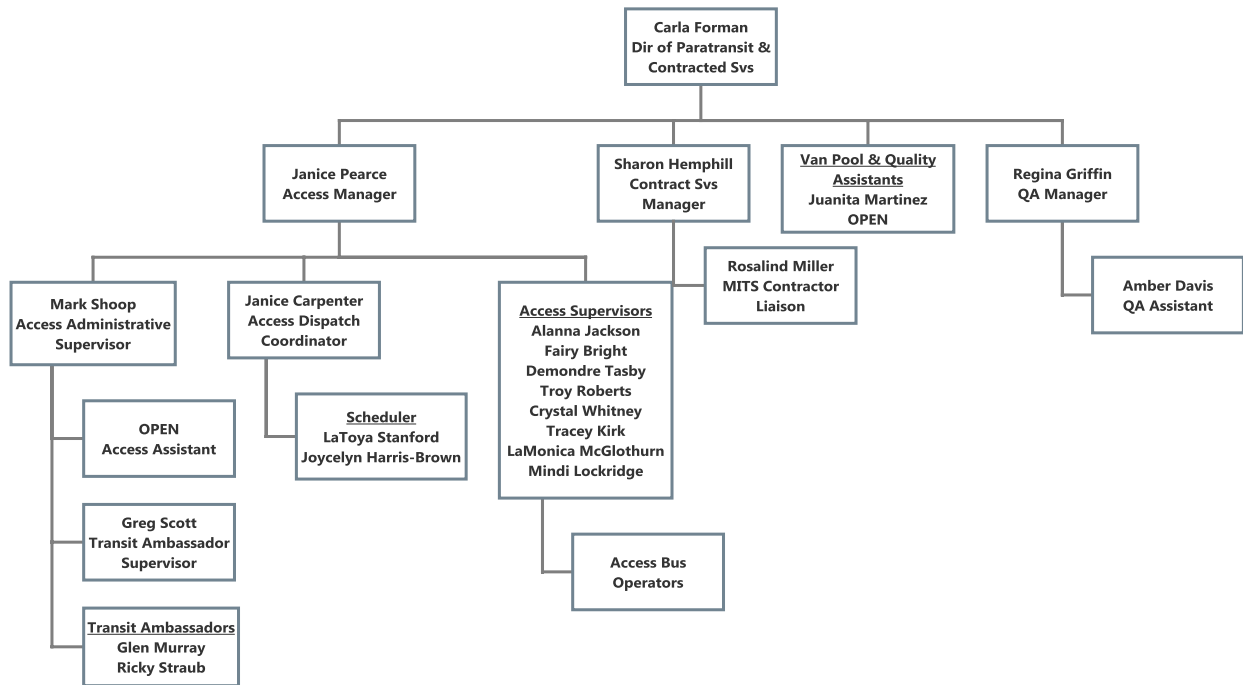
- **Regional Transit Leadership:**
 - This year we successfully hosted two classes for TSI. There was an average of 30 guests attending each of these classes for a period of one week. This experience proved to be an outstanding opportunity to market our agency to our peers in the industry who attended. This also enabled us to build a great personal relationship with many key leaders at the DOT and at other agencies who attended the classes
 - 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
 - Renewed membership with COMTO, attending several networking events throughout the year
 - Represent Trinity Metro at the North Central Texas COG's quarterly Regional Safety Advisory Committee meetings
 - Department Head is currently serving as the Texas Transit Safety & Security Association (TTSSPA's) Secretary, successfully creating, and maintaining the group's Facebook page
- **Demonstrate the Value of Public Transportation in the Community:**
 - Continue 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.
 - Participate when needed with our marketing department as well as many other events in the community to positively represent Trinity Metro
- **Provide the Best Possible Customer Service:**
 - Success of the safety suggestion program continues to have direct impact on our agency providing a safe transit system
 - The Safety Recognition Program completed its first full year following its implementation. 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
- **Continue to Improve Organizational Practices and Develop Staff**
 - 49 CFR 473 requires for the person responsible for overall safety of the agency to become TSSP certified. This mandate was accomplished and the certification received in August of 2018
 - A new Emergency Response Plan was published this year. In addition, as a part of this plan all employees who report to the HRP building were properly trained according to the plan
 - A Fire Drill was held which required the live activation of the fire alarm system followed by a complete evacuation of the HRP. All building occupants present on said day participated. This was a terrific training exercise for all

FY 2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Several key ideas in order to utilize marketing tactics regarding safety. The goal is to market the ideas and principles of public transit being a safer way to get around our city in order to boost ridership through these initiatives
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Assist other departments wherever needed to accomplish this very important task
- **Provide an Outstanding Customer Experience:**
 - The customers of our agency will be encouraged to continue use of the agency because of the sense of security they feel knowing they will get where they need to go in a safe manner. This will be accomplished as a result of the complete combination of all of initiatives throughout the year which focus on safety
- **Maintain Positive Organizational Culture:**
 - Continue to build upon the strategies we have put into place this past year.
 - Continue to reach out to employees and bus operators about any safety concerns they may have

ACCESS, Vanpool, NETS, and TCTS Operations



Measurable Objective

In order to continue to reach Trinity Metro’s goal of providing outstanding customer service, the ACCESS Operations department works to maintain high on-time performance when providing service to Trinity Metro’s paratransit customers. A high on-time performance ensures that Trinity Metro’s customers are receiving fast and efficient service when needing to head out to their destinations. In the past ACCESS operations has struggled to meet on-time performance resulting in a reassessment of the goal in fiscal 2018. Still, on-time performance has continued to increase in the past few years, and in fiscal 2019 the on-time performance goal was increased by 3.0% from the fiscal 2018 goal.

ACCESS On-Time Performance

Fiscal Year	Target	Result	Target Met
FY16	94.0%	84.4%	X
FY17	94.0%	86.3%	X
FY18	85.0%	87.0%	✓
FY19 Target	88.0%		

Higher is better

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Trinity Metro ACCESS

Functions and Responsibilities

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

FY2018 Accomplishments

- **Regional Transit Leadership:**
 - Participated in quarterly meetings with DART, DCTA, and other regional transit agencies to network and share paratransit and mobility management best practices
 - Continued working with Tarrant Rider's Network (TRN) to provide guidance and feedback to close transportation gaps for seniors and persons with disabilities

- **Demonstrate the Value of Public Transportation in the Community:**
 - Transit Ambassadors continue to provide travel training service for persons with disabilities so they can access Trinity Metro services system wide
 - 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

- **Provide the Best Possible Customer Service:**
 - Created and filled a quality assurance manager position to address the concerns of passengers and to expedite the process
 - Created and filled a contract manager position to work with the ACCESS contractors to improve the quality of their service provision
 - Implemented paperless manifests which allows for better and more efficient scheduling throughout the day

- **Continue to Improve Organizational Practices and Develop Staff**
 - Supervisors and managers participated in on-gong company-sponsored professional development training
 - Managers and supervisors participated in Trapeze Think Transit annual conference
 - Supervisors participate in Trapeze Collaborate to share information with other ADA paratransit service providers and to identify best practices

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Strategize with regional partners to expand ADA paratransit transportation service across jurisdictional boundaries
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Continue to meet with the various entities that serve persons with disabilities to share information about ACCESS and TEXRail
 - Continue to provide travel training to persons with disabilities so they can utilize fixed route bus and commuter rail service
 - Continue to participate in workshops dealing with transportation issues
- **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 remind passengers about their next day scheduled trips and to alert them when the vehicle is several minutes away
 - Implement same day auto-batching to improve the productivity of ACCESS runs
 - Provide recurrent training to all ACCESS operators
- **Maintain Positive Organizational Culture:**
 - Encourage participation in company sponsored professional development training for supervisors and staff
 - Encourage participation in Trinity Metro's mentoring program
 - Keep staff informed of company developments through monthly staff meetings
 - Quarterly employee appreciation days
 - Implement new "years of service" recognition program
 - Encourage staff to participate in the Trinity Metro Wellness Program

Vanpool, NETS, and TCTS

Functions and Responsibilities

Provides carpool, vanpool, public transit, and air quality information to promote the reduction of single-occupant vehicles miles in an effort to improve our region's air quality. Promotes grant-funded transportation outside Trinity Metro's service area.

FY2018 Accomplishments

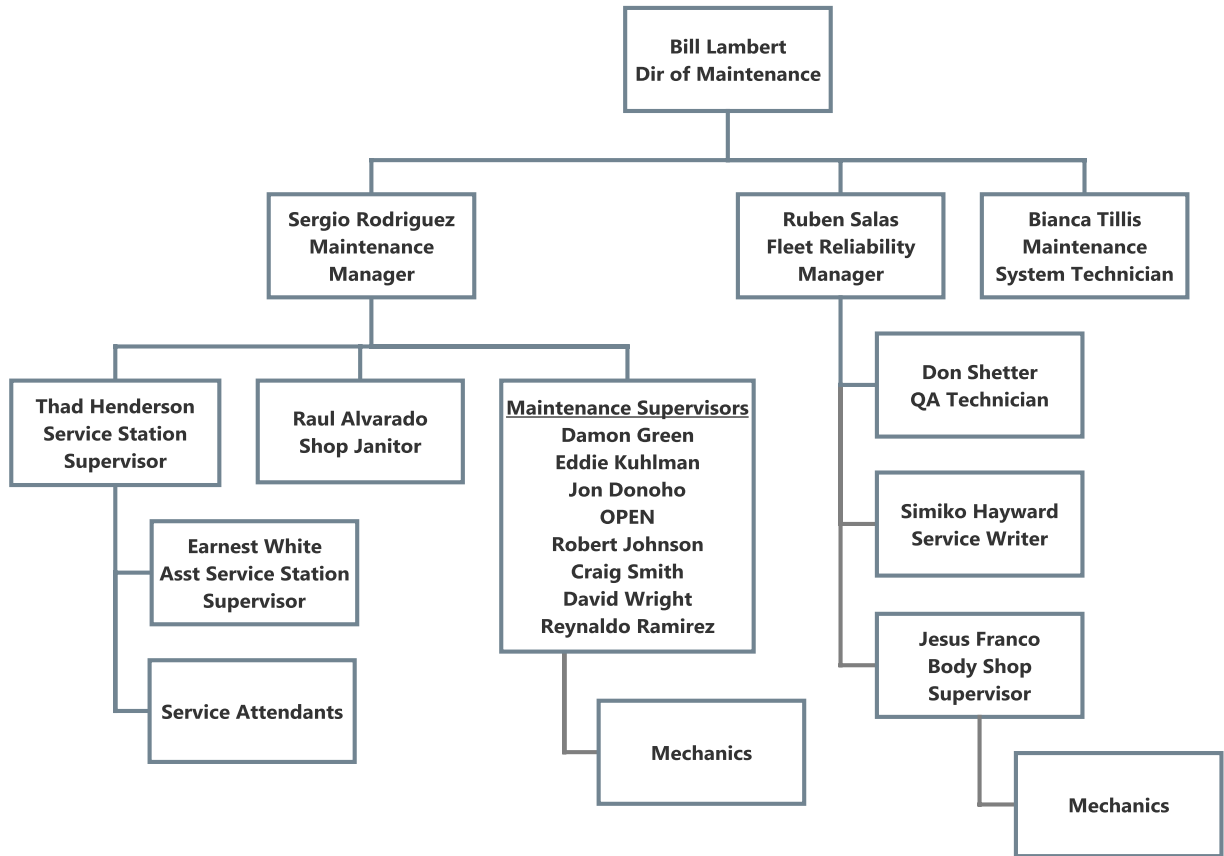
- **Regional Transit Leadership:**
 - Continued the partnership with the Northeast Transportation Service Urban Transit District (NETSUTD) for the provision of elderly/disabled transportation in the seven member cities
 - Continued the partnership with the eleven member cities of Tarrant County Transportation Service (TCTS)
 - Applied for and received an expansion grant for TCTS
 - Participated in quarterly Mobility on Demand (MOD) working group meetings hosted by North Central Texas Council of Governments
- **Demonstrate the Value of Public Transportation in the Community:**
 - Vanpool staff continued to promote the Trinity Metro vanpool program
 - ACCESS passengers were included in the agreement with Tarrant County College so ACCESS tickets would be provided to them
- **Provide the Best Possible Customer Service:**
 - Added a transit van to the list of available vans for vanpool groups
 - Successfully selected the NETS transportation provider through the procurement process
 - Created and filled a contract manager position to oversee NETS and TCTS service provision
- **Continue to Improve Organizational Practices and Develop Staff**
 - Vanpool staff participated in professional development training opportunities
 - Participated in Trapeze Think Transit annual users conference

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Increase participation in the Trinity Metro vanpool program
 - Continue partnership with NETSUTD for NETS service provision in the seven member cities
 - Continue partnership with the eleven cities participating in the TCTS program

- Implement new or expanded TCTS service using the new grant
- **Educate the Community About the Benefits of Trinity Metro’s Services:**
 - Continue to promote the Trinity Metro vanpool program.
 - Continue to promote the TCTS program
- **Provide an Outstanding Customer Experience:**
 - Continue evaluating opportunities to introduce Transportation Network Companies (TNC), like Uber and Lyft, into the mix of services provided by Trinity Metro
 - Continue to monitor the quality of NETS and TCTS service provision and make changes as warranted
- **Maintain Positive Organizational Culture:**
 - Encourage staff to participate in professional development opportunities
 - Encourage staff to participate in the Trinity Metro Wellness Program
 - Implement new “years of service” recognition program

Maintenance Operations



Department Performance Measure

In order to continue to reach Trinity Metro’s goal of providing outstanding customer service, the Vehicle Maintenance Department works to maintain Trinity Metro’s fleet in a state of good repair. A larger number of miles between road calls shows that Trinity Metro’s fleet is providing reliable and efficient service to its customers. Trinity Metro continues to reach its goals for miles between road calls.

Miles Between Road Calls

Fixed Route Bus				ACCESS Paratransit			
Fiscal Year	Target	Result	Target Met	Fiscal Year	Target	Result	Target Met
FY16	9,000	5,700	X	FY16	12,000	13,978	✓
FY17	9,000	11,232	✓	FY17	12,000	13,841	✓
FY18	9,000	10,473	✓	FY18	12,000	15,197	✓
FY19 Target	10,000			FY19 Target	12,000		

Higher is better

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Vehicle Maintenance

Functions and Responsibilities

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

FY2018 Accomplishments

- **Regional Transit Leadership:**
 - Continued efforts to provide a service which has regional value
 - Continued collaboration among transit providers in the region to provide coordinated transit
 - Received 10 new 40-foot transit buses and processed them for entry to revenue service to support service changes beginning August 12th
 - Received 6 new 60-foot articulated buses and processed them for entry to revenue service to support service changes beginning August 12th

- **Demonstrate the Value of Public Transportation in the Community:**
 - **Strategic (Master Plan) with guidance, and support**
 - Continue to work on achieving the procurement of five 35-foot Electric buses for use on the West 7th Street development and place into service within 45 days of delivery
 - 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 emission, and alternative powered vehicles

- **Provide the Best Possible Customer Service:**
 - **Leverage technology to improve**
 - Continue replacement of older vehicles as they reach their useful life
 - Emphasize this replacement to comply with MAP21 initiative and the required reporting
 - Increase miles between road calls in order to improve customer service.
 - Develop and align with requirements of MAP21 the areas for demonstration of SGR, Status of Good Repair

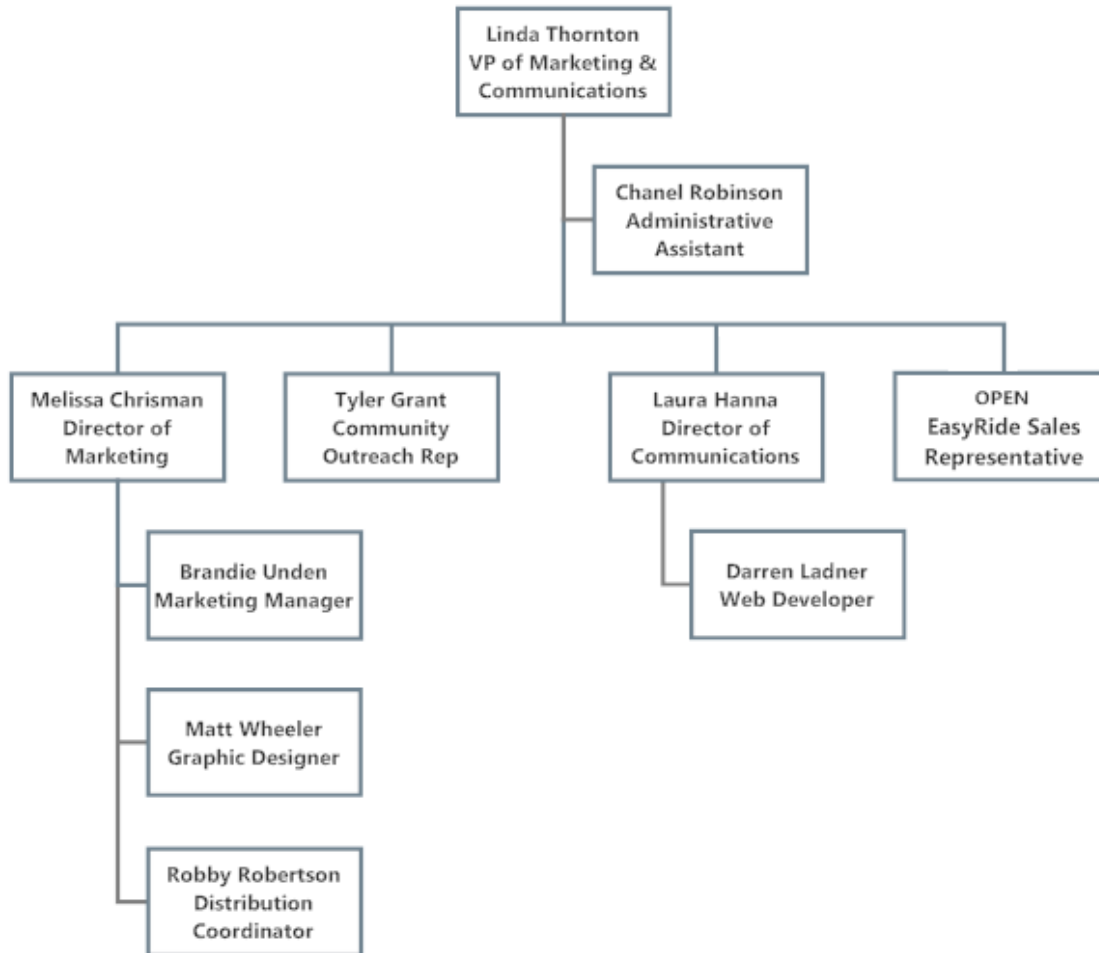
- **Continue to Improve Organizational Practices and Develop Staff**
 - **Continue to be an employer of choice**
 - All maintenance management personnel will attend managerial training in order to help them improve their managerial skills

- 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
- Safety and maintenance bulletins will be provided on a continuing basis to ensure all personnel are familiar with the latest technologies
- Ensure all maintenance personnel absorb the training and new procedures involved with the implementation of the ERP/EAM system

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - **Leverage technology to improve**
 - Continue replacement of older vehicles as they reach their useful life
 - Emphasize this replacement to comply with MAP21 initiative and the required reporting
 - Increase miles between road calls in order to improve customer service.
 - Develop and align with requirements of MAP21 the areas for demonstration of SGR, Status of Good Repair
 - Continue to work on achieving the procurement and implementation of five 35-foot Electric buses for use on the West 7th Street development and place into service within 45 days of delivery
 - Utilize the new ERP/EAM system to increase productivity, time management, resource management, equipment quality, and service support
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Continue cooperative assistance to the marketing department to support further enhancements of service support and service to the community
- **Provide an Outstanding Customer Experience:**
 - **Leverage technology to improve service**
 - Implementation of the new ERP/EAM system and changes with our business procedures to enhance productivity and compliance with best practices
 - 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:**
 - **Continue to be an employer of choice**
 - All maintenance staff will attend managerial training in order to further develop their managerial skills to support our organization and community

Marketing and Communications



Measurable Objective

Trinity Metro's Marketing and Communications department has overall goals of supporting the agency's bus and rail services that; engage the community to raise awareness, positively influence the community's attitude of the agency's services and ultimately to effect an increase in ridership. The department uses a number of key performance indicators and measurement tools to accomplish these goals through marketing and public relations campaigns by tracking and analyzing:

- Impressions to ensure public awareness
- Click through rate (CTR) as applicable
- Engagement on social media
- Sentiment on social media and the press

There are no set key performance indicators for the fiscal year. Instead, key performance indicators vary from each campaign.

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Marketing and Communications

Functions and Responsibilities

The Marketing and Communications Department is responsible for promoting the suite of Trinity Metro's services (Fixed Route Bus Service, TRE, Trinity Metro ACCESS, Molly the Trolley, etc.) to encourage new and continued ridership in the communities it serves.

FY2018 Accomplishments

- **Regional Transit Leadership:**
 - Established cooperative outreach with DCTA on Alliance Link pilot program to expand bus ridership in the north quadrant
 - Working with our new partner, Tarrant County College (TCC), department promoted expansion to all TCC campuses via multiple marketing channels.
 - Ensured strategic placement of MarComm staff on committees that influence and advocated for regional transportation
- **Demonstrate the Value of Public Transportation in the Community:**
 - Ensured regular and consistent media to keep public transportation top of mind for the region; launched monthly e-newsletter to promote Fort Worth venues along specific routes
 - Used social media to amplify Trinity Metro's services and master plan implementation, using #MasterPlanInAction
 - Partnered with DART to promote Dallas-Fort Worth venues via public transportation for TRE
 - Retooled Transit 101 and EasyRide presentations, along with developing educational presentations to showcase Trinity Metro's service and availability of reduced fares through employer pass benefit program
 - Provided more than 100 Operation Lifesaver presentations along the new TEXRail route to ensure the community is aware of track safety
- **Provide the Best Possible Customer Experience:**
 - As recommended in the Master Plan, the department began and will continue (through FY2019) a rebranding campaign to ensure that the community equates reliability and customer service with the Trinity Metro brand.
 - Continued efforts to ensure customers are informed of Trinity Metro news, including:
 - Quality review at planned intervals for user friendliness of website and ease of finding notices and news
 - Amplification of social media channels to ensure customers are aware particularly of service disruptions

- Identification of (12) physical locations to ensure better customer access to system information through the installation of large print maps
 - Procurement of GovDelivery software to enable customer selection of Trinity Metro news
- Partnered with W. 7th organizations to assist with the launch of DASH electric bus circulator service and will continue marketing and PR support for this service throughout FY2019
- Began standardization of system maps, route maps, TEXRail and TRE materials to ensure customer recognition of Trinity Metro brand and user-friendliness
- Continue to Improve Organizational Practices and Develop Staff
- Implemented staff accountability for attending conferences | meetings along with requirement to apply learnings to present job and to share knowledge with department
- Began identifying areas deficient in standardization; developing processes and templates to address these, which will continue throughout FY2019
- Reorganization of the department began to gain time and resource efficiencies
- In FY 2018, department led the internal United Way Giving campaign, which improved employee morale and boosted campaign contributions from Trinity Metro by more than 25 percent from the previous year
- **Continue to Improve Organizational Practices and Develop Staff:**
 - **Continue to be an employer of choice**
 - Staff will have attended in-house training
 - Staff have attended monthly interdepartmental meetings to share ideas and best practices

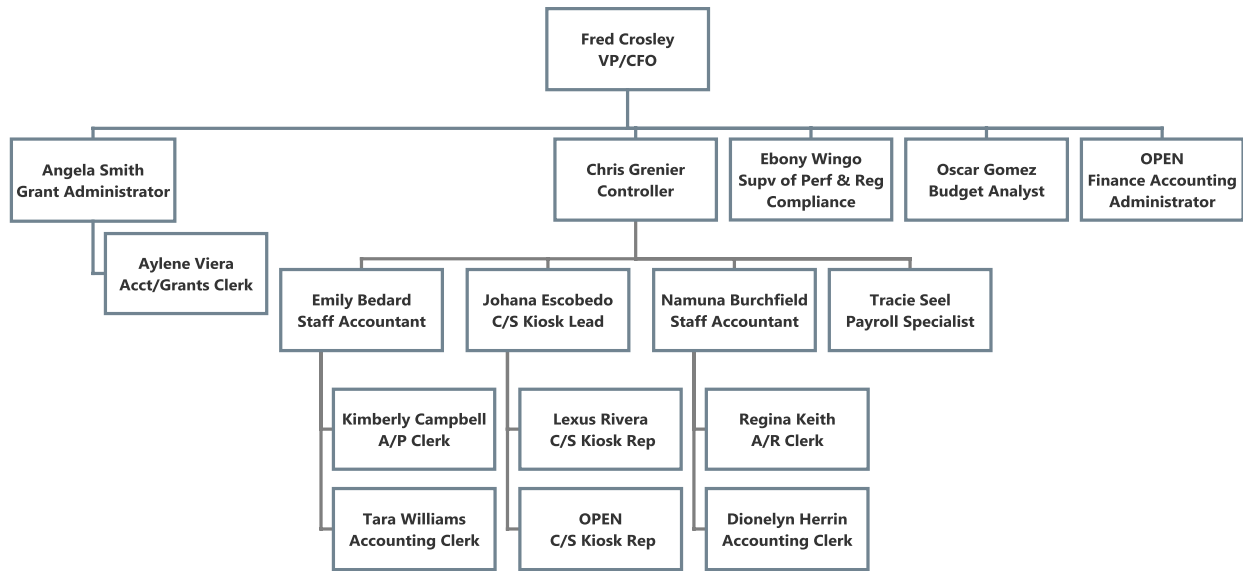
FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Advocate for funding master plan via social media
 - Ensure department representation on select civic and transportation committees to influence regional transit choices
 - Collaborate with DART to advance TRE ridership
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Continue marketing TCC service on Trinity Metro to ensure increased ridership
 - Implement robust TEXRail marketing and PR campaign to ensure awareness of the route and adoption as the preferred route to DFW Airport from Tarrant County

- Surgically focus marketing on different quadrants through “mini” marketing campaigns and paid geofence advertising
 - Hard launch GovDelivery subscription services to provide push communications of Trinity Metro and TRE services, detours and news
 - Set measurable objectives for EasyRide to ensure program expansion (e.g., top ten employers in Tarrant County enroll in program)
 - Market DASH, Molly and Lunch Line circulators to ensure community adoption and YOY ridership increases
 - Initiate PTC educational campaign; position organization as expert in PTC
 - Develop government/business leader digital newsletter to community influencers
- **Provide an Outstanding Customer Experience:**
 - Complete tactical rebranding of organization: all vehicles, suite of recognizable brand marketing materials, system and route maps, and brochures, and organizational identity materials
 - Transfer website to ridetrinitymetro.org to ensure appropriate SEO, so customers can consistently locate the site
 - Begin planning for interactive system map and route maps on website, including Trinity Metro locales
 - Review and update crisis communications plan, and evaluate need for media training for senior team
 - Implement quarterly newsletter for employees and friends of Trinity Metro
 - Implement paid advertising tests on new social media sites to expand customer reach (Yelp, TripAdvisor, Google maps)
 - Complete standardizations of vehicle logo placements
 - Complete vehicle advertising brand standards
- **Maintain Positive Organizational Culture:**
 - Develop processes, including written SOPs, on marketing and communications outreach
 - Adopt marketing and communication plan templates
 - Create organizational photo library, wholly owned, suitable for internal and external usage
 - Develop analytical IC dashboard and accompanying standards to show appropriate metrics in achieving organizational goals
 - Continue to support other departments to ensure a consistent customer experience when interacting with Trinity Metro
 - Organize educational outreach to employees to create internal brand ambassadors
 - Complete departmental reorganization
 - Research intranet capabilities to extend communications and training channels within the organization

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Accounting & Finance



Measurable Objective

Every year Trinity Metro submits its budget document to the Government Finance Officers Association’s (GFOA) Distinguished Budget Presentation Award Program in order to ensure that Trinity Metro’s budget documents continue to meet the guidelines established by the National Advisory Council on State and Local Budgeting and GFOA’s best practices.

Distinguished Budget Presentation Award

Fiscal Year	Target	Result	Target Met
FY16	Awarded	Awarded	✓
FY17	Awarded	Awarded	✓
FY18	Awarded	Awarded	✓
FY19 Target	Awarded		

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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.

FY2018 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

FY2019 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Continue to work with the City of Fort Worth for increase funding for transit by attending city council meetings and budget workshops
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Work with Marketing to ensure accuracy and clarity of fare information provided for Trinity Metro customers regarding Trinity Metro services
- **Provide an Outstanding Customer Experience:**
 - Staff will work on providing excellent customer service in the ITC kiosk and at the 800 Cherry Street storefront
 - Implement a mobile app for additional ease of purchasing passes
 - Implement updated point of sale system

- **Maintain Positive Organizational Culture:**
 - Will continue to encourage staff member to attend training/development offered internally and/or externally including GFOA's best practices training
 - Department will have social gatherings outside of work hours to strengthen bonds as coworkers and encourage teamwork



BUDGET INTRODUCTION

The adopted fiscal 2019 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 2019 budget total \$92.8 million. Trinity Metro's operating revenue is expected to increase from fiscal 2018 actual levels due primarily to a 4.0% projected increase in sales tax revenue and new revenues from the TEXRail commuter rail projected at \$3.3 million.

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 2019 budget illustrates Trinity Metro's continuing work toward financial stability, while striving to achieve strategic objectives. One of the primary objectives of the fiscal 2019 budget is managing the cash flows during the construction of the TEXRail commuter rail line. 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).

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, 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:

Administration Departments		Operating Departments
ACCESS Administration	Marketing	ACCESS Vehicle Maintenance
ACCESS Radio Control	Parts Room	ACCESS Vehicle Operations
ACCESS Street Operations	Planning & Scheduling	Body Shop
Accounting	Procurement and Contract	Electronics Shop
Bus Operations Administration	Risk & Claims	Fixed Route Vehicle Operations
Bus Radio Control	Safety	Rebuild Engine
Bus Street Operations	Security	Running Repair
Customer Relations	Service Scheduling	Service Rack
Executive Administration	TEXRail	Grant Funded Departments
Facilities Maintenance	TRE	Jobs Access Vanpool (JARC)
Finance		Northeast Tarrant Transportation (NETS)
Human Resources		Tarrant County Transit Services (TCTS)
Information Systems		Tarrant County Transit Services Expanded
Maintenance Administration		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 recognized in the accounting period in which they are earned and expenses are recorded at the time liabilities are incurred.

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.

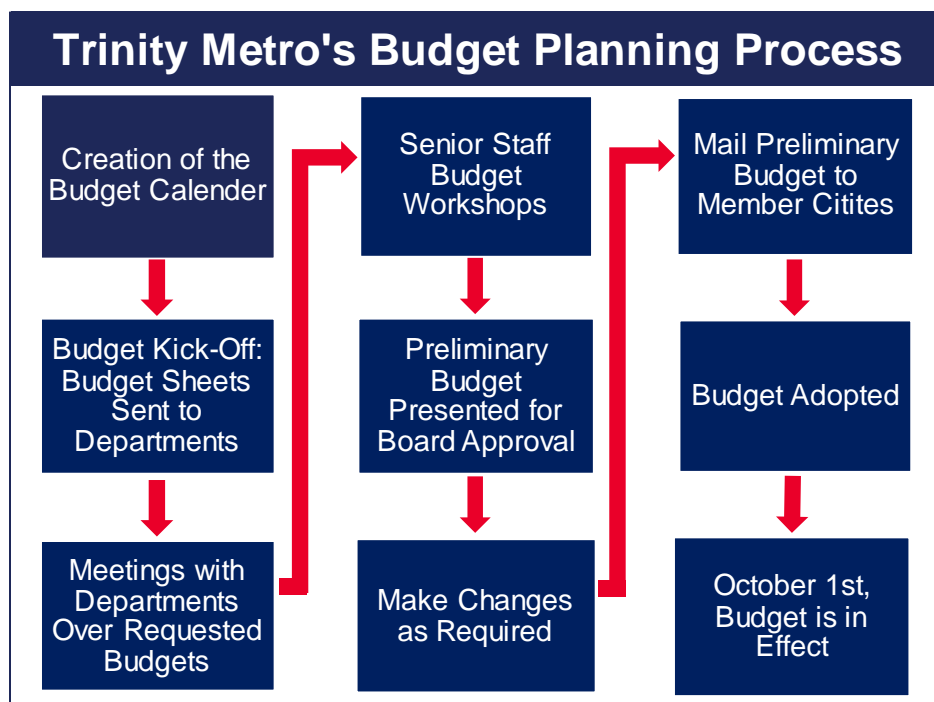
As provided in State law (Chapter 452 of the Texas Transportation Code and the Texas Public Funds Investment Act), Trinity Metro's investment policy also provides that funds may be invested only in the following:

- 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 on September.



The following table is a timeline of the development of the fiscal 2019 operating and capital budgets:

FY19 Budget Calendar

Date/Timeline	Activity
April 16 th	FY19 Budget Kick-off The focus of this meeting is to explain the budget process
April 16 th	Operating Budget Worksheets Sent to Departments All departments will receive their Budget Tracking Sheets, which include the first six months of actual expenditures
April 18 th	COFW Budget Kick Off City of Fort worth Budget Kick-off attended by the Chief Financial Officer and Budget Analyst
April 26 th	Department Operating Budgets Returned All departments must submit their Budget Tracking Sheets for the FY18 re-estimate and the proposed FY19 budget to the Budget Analyst by April 26
May 3 rd	Proposed Capital Budgets Submitted All departments must submit requests for capital budget proposals, both new and any project that will be carried over to FY19
May 7 th – May 31 st	FY19 Department Meetings
May 23 rd	COFW Stakeholder's Meeting
June 15 th	1 st Meeting with Senior Staff / Budget
June 20 th	COFW Stakeholder's Meeting
July 20 th	2 nd Meeting with Senior Staff / Budget
July 25 th	COFW Stakeholder's Meeting
July 30 th	All Departments Will Submit Their Business Plans by July 30
August 10 th	Budget due to Administration (for the Finance Committee)
August 14 th	COFW Preliminary Budget Approval
August 20 th	Finance Committee / Budget Workshop
August 24 th	Mail Preliminary Budgets to Member Cities
August 27 th	Preliminary Board Approval
August 28 th	COFW Final Budget Adopted
September 17 th	Budget Adopted

BLUE - Trinity Metro

RED - City of Fort Worth

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. Generally, the sum of cash disbursements and outstanding accruals are not permitted to exceed the approved allocation for a given department or capital project.

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 2017, budget and forecast information for fiscal 2018 and budget for fiscal 2019. The “% diff*” column represents the percent difference between the fiscal 2019 budget and the fiscal 2018 forecast results.

Operating Budget Summary

(Amounts in Thousands)

	FY 2017		FY 2018		FY 2019	
	Actual	Budget	Forecasted	% Diff	Budget	% Diff *
Service Revenues						
Fixed Route	\$ 4,551	\$ 5,605	\$ 5,676	1.3%	\$ 5,882	3.6%
Para-transit	1,212	1,349	1,338	(0.8%)	1,350	0.9%
TRE	2,366	2,471	3,004	21.6%	3,060	1.9%
TEX Rail	0	0	0	0.0%	3,295	0.0%
Total Service Revenue	8,129	9,425	10,018	6.3%	13,587	35.6%
Other Revenues						
Sales Tax	74,317	77,431	78,223	1.0%	81,352	4.0%
Investment	3,082	2,000	4,000	100.0%	2,000	(50.0%)
Advertising	485	505	525	4.0%	550	4.8%
Operating Grants	14,024	12,395	12,395	0.0%	10,652	(14.1%)
Capital Grant Reimbursement	147,440	363,499	363,499	0.0%	207,118	(43.0%)
Contributions from Grapevine	9,217	9,688	9,372	(3.3%)	9,747	4.0%
Contributions from Partners	2,658	2,700	2,700	0.0%	7,675	184.3%
Miscellaneous	1,423	1,450	1,450	0.0%	157	(89.2%)
Rental Income	923	850	758	(10.8%)	760	0.3%
Total Other Revenue	253,569	470,518	472,922	0.5%	320,011	(32.3%)
Total Revenue	261,698	479,943	482,940	0.6%	333,598	(30.9%)
Operating Expenses						
Salary and Benefits	36,873	41,475	42,620	2.8%	45,213	6.1%
Services	23,028	26,376	26,362	(0.1%)	39,639	50.4%
Fuels and Lubricants	1,691	1,714	1,805	5.3%	1,965	8.9%
Tires and Tubes	432	416	416	0.0%	432	3.8%
Maintenance Materials	2,663	2,673	2,629	(1.6%)	2,494	(5.1%)
Supplies and Materials	461	496	467	(5.8%)	465	(0.4%)
Utilities	843	855	889	4.0%	1,036	16.5%
Insurance	682	444	444	0.0%	444	0.0%
Taxes and Fees	8	19	19	0.0%	20	5.3%
Miscellaneous	1,057	1,089	1,085	(0.4%)	1,124	3.6%
Total Operating Expenses	67,738	75,557	76,736	1.6%	92,832	21.0%
Other non-operating expense	1,180	2,955	2,955	0.0%	2,880	(2.5%)
Net Available for Capital Expenditures and Reserves	\$ 192,780	\$ 401,431	\$ 403,249	0.5%	\$ 237,886	(41.0%)

* Note: This is the difference between the fiscal 2019 budget and the forecasted fiscal 2018 results.

The following table is the fiscal 2019 department budgets with comparisons to the fiscal 2018 budget and forecast and the fiscal 2017 results.

Department Budgets

(Amounts in Thousands)

Department Name	FY 2017	FY 2018			FY 2019	
	Actual	Budget	Forecasted	% Diff	Budget	% Diff *
Operating Departments						
Operations Administration	\$ 1,309	\$ 892	\$ 914	2.5%	\$ 951	4.0%
Street Operations	663	778	778	0.0%	785	0.9%
Radio Control	318	444	444	0.0%	483	8.8%
Revenue Vehicle Operations	14,698	18,393	18,390	(0.0%)	19,288	4.9%
Maintenance Administration	330	847	825	(2.6%)	833	1.0%
Parts Department	439	484	484	0.0%	593	22.5%
Running Repair	6,334	4,601	4,745	3.1%	6,011	26.7%
Rebuild Eng/Transmission	133	454	453	(0.2%)	165	(63.6%)
Body Shop	569	747	632	(15.4%)	661	4.6%
Electronics Shop	901	1,046	1,032	(1.3%)	1,039	0.7%
Service Rack	1,453	1,748	1,747	(0.1%)	1,687	(3.4%)
Facilities Maintenance	3,579	4,048	4,085	0.9%	4,686	14.7%
Marketing	1,216	1,911	1,915	0.2%	2,391	24.9%
Planning & Scheduling	367	495	495	0.0%	463	(6.5%)
Customer Relations	883	971	964	(0.7%)	905	(6.1%)
Human Resources	1,924	2,118	2,008	(5.2%)	2,203	9.7%
Security	955	1,558	1,557	(0.1%)	2,731	75.4%
Risk Management	804	792	806	1.8%	797	(1.1%)
Safety	143	166	165	(0.6%)	171	3.6%
Accounting	1,063	1,282	1,283	0.1%	1,336	4.1%
Purchasing	744	818	801	(2.1%)	1,014	26.6%
Information Systems	2,085	2,379	2,379	0.0%	2,609	9.7%
Service Scheduling	330	325	318	(2.2%)	321	0.9%
ACCESS Administration	1,114	1,082	1,169	8.0%	1,164	(0.4%)
ACCESS Street Operations	106	218	222	1.8%	207	(6.8%)
ACCESS Radio Control	235	258	266	3.1%	252	(5.3%)
ACCESS Vehicle Operations	6,952	7,416	8,469	14.2%	7,381	(12.8%)
ACCESS Maintenance	1,593	1,445	1,540	6.6%	1,880	22.1%
Administration	2,060	1,999	1,998	(0.1%)	2,643	32.3%
Governmental Relations	409	467	467	0.0%	0	(100.0%)
TRE	11,288	12,076	12,076	0.0%	11,923	(1.3%)
TexRail	133	107	107	0.0%	12,106	11214.0%
Finance	657	795	799	0.5%	781	(2.3%)
Project Management	225	380	327	(13.9%)	0	(100.0%)
Total Operating Departments	66,012	73,540	74,660	1.5%	90,460	21.2%
Grant Funded						
Vanpool	530	607	629	3.6%	644	2.4%
JARC	35	50	40	(20.0%)	68	70.0%
TCTS	200	210	257	22.4%	260	1.2%
TCTS Expanded	0	0	0	N/A	200	N/A
NETS	961	1,150	1,150	0.0%	1,200	4.3%
Total Grant Funded	1,726	2,017	2,076	2.9%	2,372	14.3%
Total Departments	\$ 67,738	\$ 75,557	\$ 76,736	1.6%	\$ 92,832	21.0%

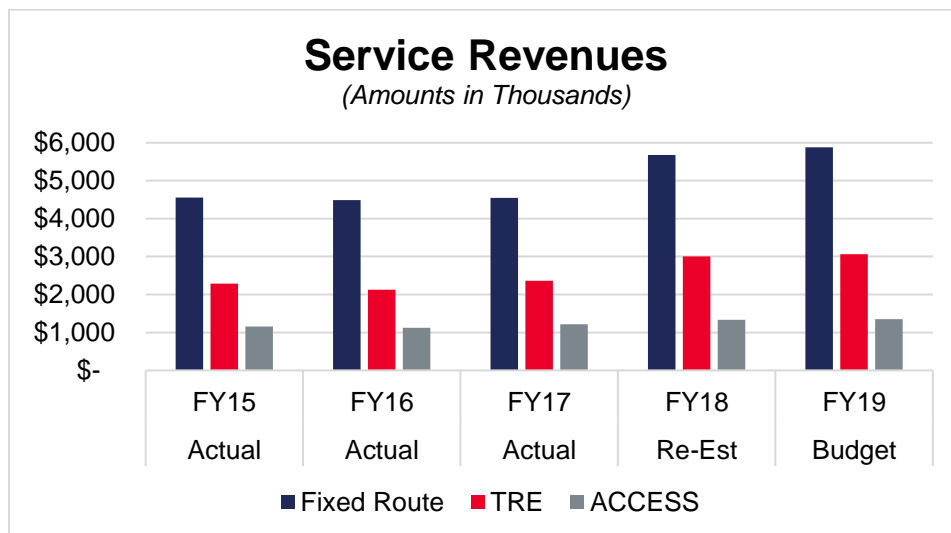
* Note: This is the difference between the fiscal 2019 budget and the forecasted fiscal 2018 results.

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;
- **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



Service Revenues

(Amounts in Thousands)

	Actual FY15	Actual FY16	Actual FY17	Re-Est FY18	Budget FY19
Fixed Route	\$ 4,558	\$ 4,492	\$ 4,551	\$ 5,731	\$ 5,882
TRE	2,283	2,131	2,366	2,707	3,060
ACCESS	1,154	1,124	1,212	1,352	1,350

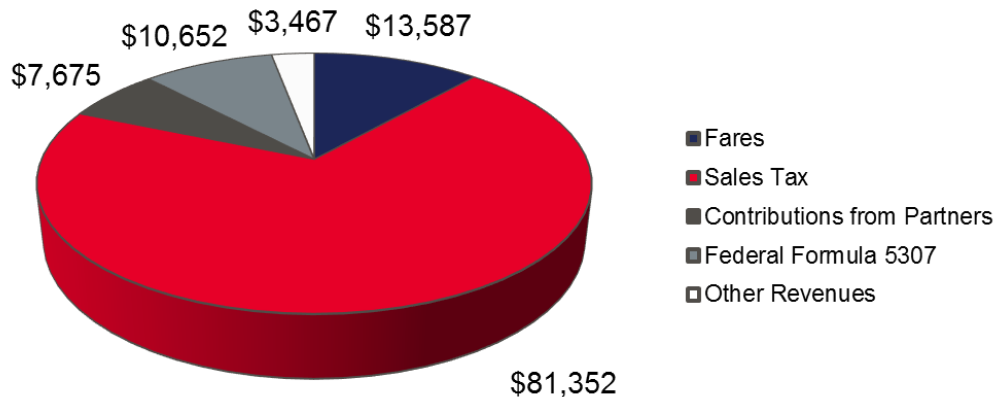
Trinity Metro has seen positive increase in service revenues despite decreases in ridership. The main reason for this positive trend is due to increases in fare rates.

Operating Revenues

Trinity Metro’s operating revenue is defined as total revenue less capital grant reimbursement revenue and contributions from Grapevine. Trinity Metro’s fiscal 2019 operating revenues are budgeted at \$116.8 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 69.7% and 9.13%, respectively. Operating Revenue also includes revenue from advertising, rental fees, investment earnings, and miscellaneous sources.

Fiscal 2019 Budgeted Operating Revenue

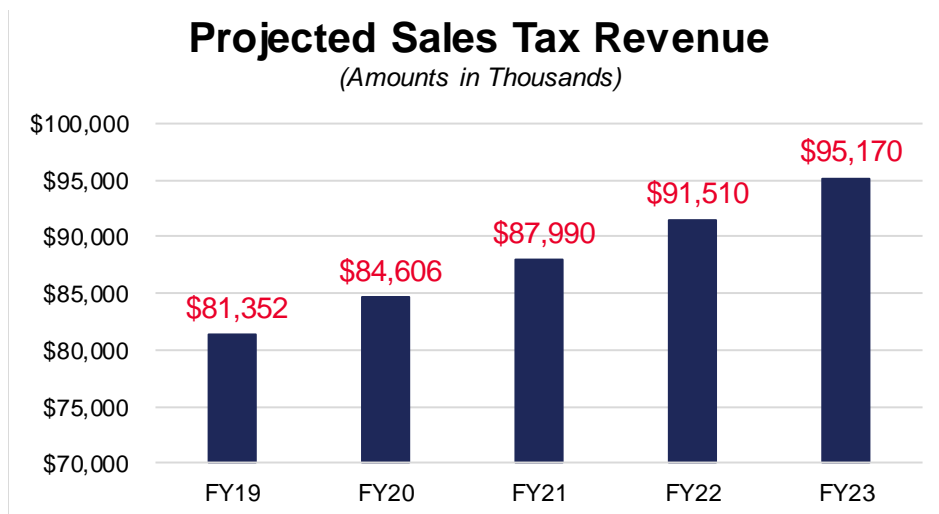
(Amounts in Thousands)



The fiscal 2019 sales tax revenue was budgeted to increase by 4.0% from the fiscal 2018 amount. This is a 0.6% reduction from the fiscal 2018 growth rate of 4.6%. Trinity Metro management considered the local sales tax historical trends, the local economy and the local unemployment rate when determining the sales tax budget. Specifically, sales tax trends, although sales tax has been coming in over budget, past sales tax trends show a dip in sales tax revenue every eight years. For that reason, management decided to budget a more conservative growth rate.

Projected Sales Tax Revenue

(Amounts in Thousands)

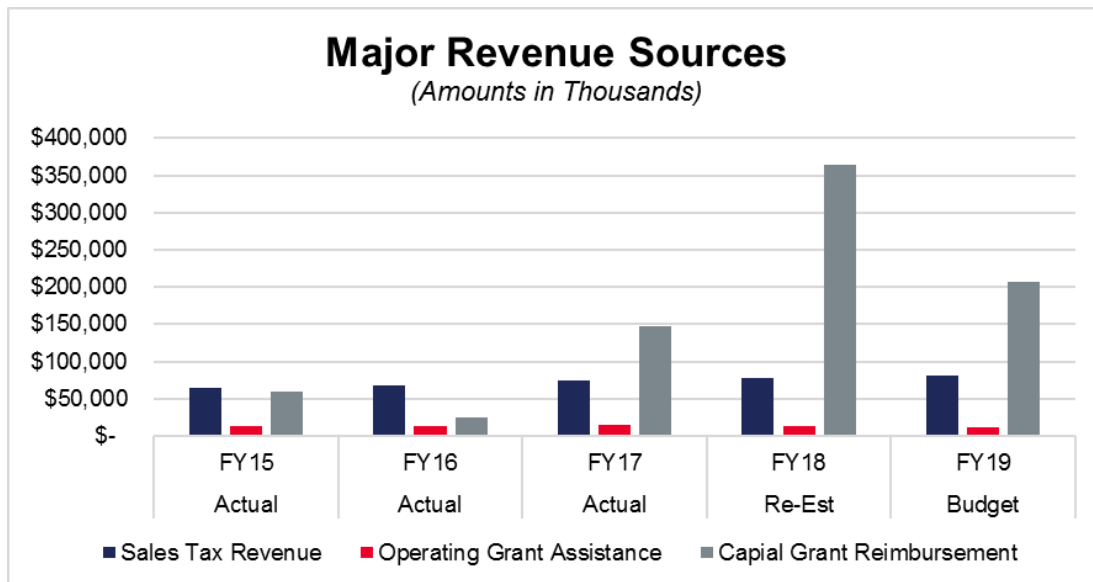


The above chart projects a 4.0% growth in sales tax through fiscal 2023

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 are used in the calculation that determines how much federal grant assistance is distributed to the transit authorities in this region. The North Central Texas Council of Governments (NCTCOG) then determines the split of the funds between Dallas Area Rapid Transit (DART) in Dallas, Trinity Metro in Fort Worth and the Denton County Transit Authority (DART) in Denton. Fiscal 2019 capital grant reimbursement revenues are budgeted to decrease by approximately \$156.4 million, or 43.0% from fiscal 2018. The reason for this is due to the fact that the TEXRail project is to be completed in fiscal 2019. With fewer capital expenditures available there is less capital grant reimbursement received.

Operating grant revenues and capital grant reimbursement revenue are two of Trinity Metro's top three major revenue sources. The following charts below show the trends in Trinity Metro's top three revenue services.



Major Revenue Sources

(Amounts in Thousands)

	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Re-Est	FY19 Budget
Sales Tax Revenue	\$ 64,762	\$ 67,857	\$ 74,317	\$ 78,223	\$ 81,352
Operating Grant Assistance	13,175	13,154	14,024	12,395	10,652
Capital Grant Reimbursement	58,999	25,437	147,440	363,499	207,118
Total Revenue	\$ 136,936	\$ 106,448	\$ 235,781	\$ 454,117	\$ 299,122

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 is expected to decrease.

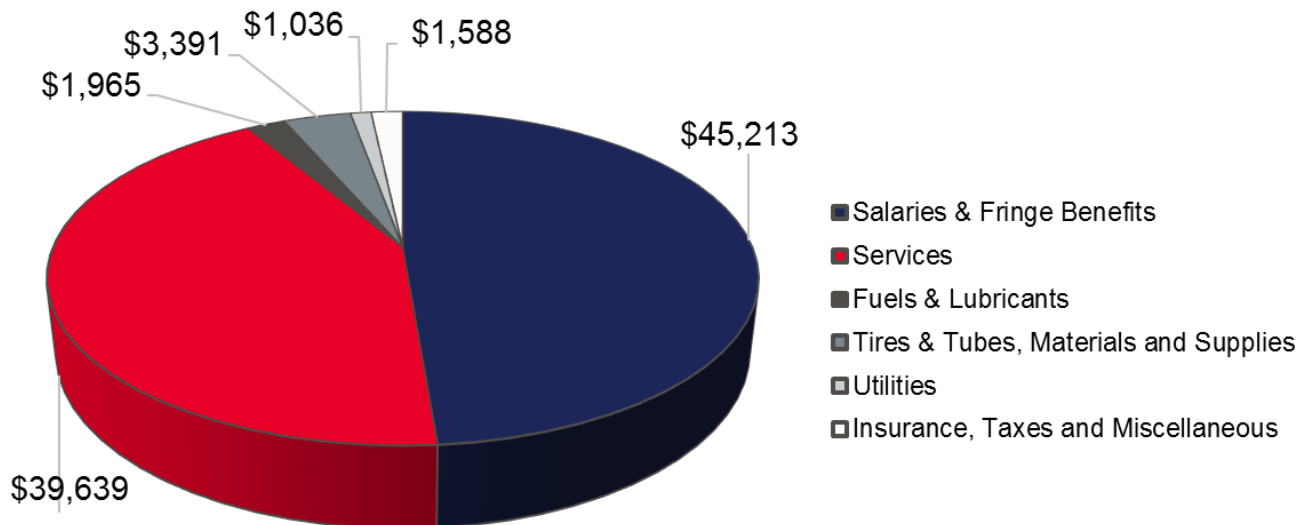
Expenses

Operating Expenses

Trinity Metro's fiscal 2019 operating budget is \$92.8 million, which is a \$16.1 million, or 20.0% increase from fiscal 2018. The significant increase in operating expenses is mainly attributed to the TEXRail commuter rail project, which began revenue service in January of fiscal 2019. TEXRail makes up \$12.9 million, or 79.4% of the \$16.1 million increase in operating expenses. This amount includes TEXRail purchased transportation services, added security services for the train and stations and maintenance costs. The next largest increase in the operating expense budget is salaries and fringe benefits. The increase is due to adding new staff for rail and bus service expansions.

Fiscal 2019 Budgeted Operating Expenses

(Amounts in Thousands)



Salaries and fringe benefits are Trinity Metro's largest expense category at \$45.2 million. 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 it will expire on September 30, 2020.

There is a \$2.6 million, or 6.1% increase from the fiscal 2018 budget, which is mainly due to the addition of 16 new bus operators in fiscal 2019. These positions are needed in order to cover additional service expansions that took place in fiscal 2018, such as the west quadrant expansions and the new TCC routes, and expansions that will take place in fiscal 2019. Administrative salaries are also increasing due to the addition of new administrative staff in order to support the TEXRail commuter rail and bus service expansions.

(Amounts in Thousands)

	FY19 Budget	FY18 Re-Est.	Inc (Dec)	
			\$	%
Salaries & Wages				
RATP Ops -CB	\$ 22,209	\$ 21,170	\$ 1,039	4.9%
RATP Admin	5,184	4,973	211	4.2%
FWTA Admin	6,746	5,984	762	12.7%
Total Salaries & Wages	34,139	32,127	2,012	6.3%
Fringe Benefits				
Health insurance	5,084	4,713	371	7.9%
Other fringe	5,991	5,780	211	3.7%
Total Fringe Benefits	11,075	10,493	582	5.5%
Total Salaries and Fringe Benefits	\$ 45,214	\$ 42,620	\$ 2,594	6.1%

Service type expenses of \$39.6 million primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party contractors operate the TRE service, certain grant-funded programs and the TEXRail commuter train. Additionally, Trinity Metro’s paratransit service, called ACCESS, contracts approximately 60% of its trips. This allows Trinity Metro to keep the cost per trip less than that provided by ACCESS employees alone. Contracting ACCESS service represents an effective way to control the high cost of providing transportation to persons with disabilities.

Purchased transportation expenses in fiscal 2019 are budgeted \$29 million which is an \$11.7 or \$68.1% increase from fiscal 2018. The main reason for this increase is due to the TEXRail commuter rail which will begin revenue service in January of fiscal 2019. Purchase transportation expenses for the first nine months of service are projected to be \$11.6 million.

Other service expenses in fiscal 2019 are budgeted at \$10.6 million, which is a \$1.5 million, or 16.8% increase from fiscal 2018. Again, the main reason for this increase is related to the TEXRail commuter rail. Additional security services are required for the nine TEXRail stations and on the TEXRail train, resulting in a \$1.2 million, or 81.6% increase in security services. Other major increases in services include added support for Trinity Metro’s new enterprise resource planning software project that went live at the end of fiscal 2018, and health care services for Trinity Metro’s planned On-Site Health Care Clinic capital project which is expected to be completed in spring of 2019.

(Amounts in Thousands)

	FY19 Budget	FY18 Re-Est.	Inc (Dec)	
			\$	%
Purchased Transportation				
TRE	\$ 11,779	\$ 11,779	\$ -	0.0%
TEXRail	11,607	-	11,607	0.0%
ACCESS Contract Service	3,509	3,505	4	0.1%
Vanpool Service	105	223	(118)	-52.9%
Bus Operations	341	341	-	0.0%
TCTS/NETS	1,660	1,407	253	18.0%
Total Purchased Transportation	29,001	17,255	11,746	68.1%
Services - Other				
Security	2,619	1,442	1,177	81.6%
Marketing	1,513	1,422	91	6.4%
IT	1,581	1,361	220	16.2%
Accounting	648	653	(5)	-0.8%
Planning	113	133	(20)	-15.0%
Other departments, net	4,163	4,096	67	1.6%
Total Services - Other	\$ 10,637	\$ 9,107	\$ 1,530	16.8%
Total Services	39,638	26,362	13,276	50.4%

Maintenance expenses are the largest portion of the other expense categories at \$2.5 million. This expense category decreased by \$134 thousand, or 5.1% compared to the fiscal 2018 budget. The decrease is primarily due to 16 new buses purchased in fiscal 2018, which will be under warranty, resulting in cost savings.

(Amounts in Thousands)

	FY19 Budget	FY18 Re-Est.	Inc (Dec)	
			\$	%
Maintenance Materials				
Fixed Route Maintenance	\$ 1,954	\$ 2,130	\$ (176)	-8.3%
ACCESS Maintenance	296	256	40	15.6%
Facilities	237	224	13	5.8%
Miscellaneous	8	19	(11)	-57.9%
Total Maintenance Materials	\$ 2,495	\$ 2,629	\$ (134)	-5.1%

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 2019 is \$1.1 billion. It includes several large multi-year projects. The projected capital expenditures for fiscal 2019 are \$407.4 million and Trinity Metro's share from local funds is expected to be \$200.3 million. The remainder will come from partner contributions and federal grants, which is expected to be \$207.1 million.

There are several large non-routine capital expenditures for fiscal 2019:

- **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;
- **CNG Station Upgrades:** a multi-year project for \$3.6 million to upgrade our CNG facility with an anticipated finish date of February 2019;
- **Positive Train Control (PTC):** technology designed to stop or slow a train before an accident occurs. This project is an unfunded mandate imposed by Congress on all commuter rail operators. We are anticipating PTC expenditures of \$6.8 million in fiscal 2019;
- **TRE Trinity Lakes Station:** a construction project for a new TRE station in East Fort Worth that will anchor transit-oriented development for \$3 million. Trinity Metro has partnered with Newell Companies, which has set aside 200 acres for mixed-use development adjacent to the rail station.

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

Debt Administration

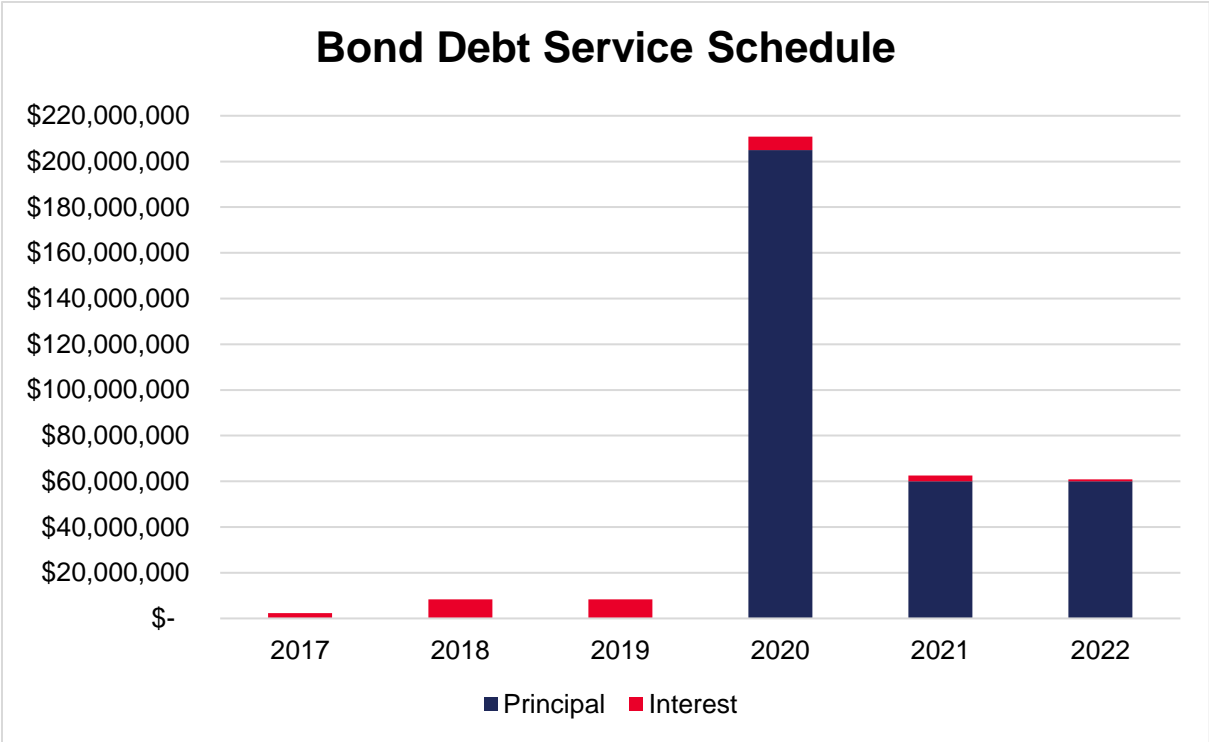
Trinity Metro does not have the authority to issue any long-term debt and has no legal debt limit. As of September 30, 2011, Trinity Metro had the ability to incur certain types of debt with the approval of the voters within its service area and it had the ability to issue other types of debt without voter approval. There has been no vote to approve any debt; however, during fiscal 2010, Trinity Metro entered into a capital lease arrangement with All American Investment and Bank of America to finance the cost of energy efficient lighting and air conditioning systems. Trinity Metro was required to make quarterly payments, which began in March 2011 and were scheduled to continue until December 31, 2020. The debt was secured by the related assets purchased. In 2012 Trinity Metro refinanced the lease with All American Investment resulting in a decrease in the interest rate from 4.24% to 2.55%. In May 2016, the outstanding balance of the debt was paid in full.

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 is a cash flow deficit for project capital expenditures (CAPEX) from fiscal 2018 through fiscal 2020.

This cash flow deficit is being met by short-term borrowing with rapid repayment. With the current project schedule, the maximum projected amount of short-term debt is 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 \$353.4 million, which includes interest of \$28.4 million. There is \$3.7 million in costs related to the issuance of the debt. Currently, Trinity Metro has never issued any debt, except a \$2.5 million 10-year capital lease that financed new energy efficient air-conditioning and lighting systems.

Bond Debt Service Schedule

Fiscal Year	Principal	Interest	Annual Debt Service
2017	\$ -	\$ 2,318,333	\$ 2,318,333
2018	-	8,346,000	8,346,000
2019	-	8,346,000	8,346,000
2020	205,000,000	5,886,000	210,886,000
2021	60,000,000	2,613,000	62,613,000
2022	60,000,000	900,000	60,900,000
Total	\$ 325,000,000	\$ 28,409,333	\$ 353,409,333



Five-Year Financial Forecast

The Five-Year Financial Forecast (the “Forecast”) is used as a planning tool for management and the Trinity Metro’s Board of Directors. The Forecast is a comprehensive overview of all planned cash flow of Trinity Metro. It includes revenues, operating expenses, capital project revenues and expenditures, and other payments and receipts. Growth rate assumptions are based on current market trends. This Forecast includes the financial impact of future rail expansion.

The Five-Year Forecast

(Amounts in Thousands)

	Forecasted	Adopted Budget	Projected			
	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Total Operating Revenues	\$ 110,069	\$ 116,733	\$ 123,815	\$ 128,261	\$ 132,876	\$ 138,348
Total Operating Expenses	76,736	92,832	96,638	100,600	104,825	110,591
Net Operating Surplus	33,333	23,901	27,177	27,661	28,051	27,757
Contributions From Rail Project Partners	9,372	9,748	10,138	10,543	10,965	11,404
Increase in Fund Balance Before CAPEX	42,705	33,649	37,315	38,204	39,016	39,161
Beginning Fund Balance	489,034	360,899	116,167	31,825	52,888	18,402
Funds Available for Capital Expenditures	531,739	394,548	153,482	70,029	91,904	57,563
Capital Expenditures, net	26,819	61,449	10,771	4,528	12,602	12,462
Capital Expenditures TEX Rail	393,099	328,586	-	-	-	-
TEX Rail Grant	257,424	120,000	100,000	50,000	-	-
TEX Rail Debt Proceeds	-	-	-	-	-	-
TEX Rail Debt Service	8,346	8,346	210,886	62,613	60,900	-
Ending Funds Available	\$ 360,899	\$ 116,167	\$ 31,825	\$ 52,888	\$ 18,402	\$ 45,101

Full Time Equivalents (FTEs)

The following table represents the summary of budgeted employees by department for fiscal 2019 compared to actual year-end employee counts for fiscal years 2017 and 2018. The employee counts represent full-time equivalents.

Summary of Employees by Department (in FTE's)

Fiscal Years	Actual 2017	Actual 2018	Budget 2019
Administration Departments:			
Administration:			
Executive Administration	8.0	7.0	9.5
Customer Relations	16.5	15.5	15.5
Planning	3.0	3.0	3.0
Human Resources	11.0	11.0	12.0
Finance:			
Accounting	10.0	9.0	10.0
Finance	4.5	6.0	5.5
Marketing			
Governmental Relations	3.0	4.0	0.0
Marketing	4.0	5.5	9.5
Rail & Procurement:			
Procurment & Contract Admin	8.0	8.0	9.0
TRE	1.0	3.0	2.0
TEXRail	4.0	4.0	4.0
Project Management	1.0	1.0	0.0
Facilities Maintenance	34.0	38.0	42.0
Information Technology	8.0	8.0	9.0
Operations:			
Ops Administration	9.0	9.0	10.0
Bus Street Ops	9.0	10.0	9.0
Bus Radio Control	6.0	6.0	7.0
Security	11.0	1.0	1.0
Risk & Claims	2.0	2.0	2.0
Safety	1.0	1.0	1.0
Service Scheduling	4.0	3.0	3.0
Maintenance:			
Maintenance Admin	6.0	6.0	6.0
Parts Room	7.0	10.0	10.0
ACCESS			
ACCESS Admin	14.0	15.0	16.0
ACCESS Street Ops	2.0	3.0	3.0
ACCESS Radio Control	3.0	3.0	3.0
Total Administration	190.0	192.0	202.0

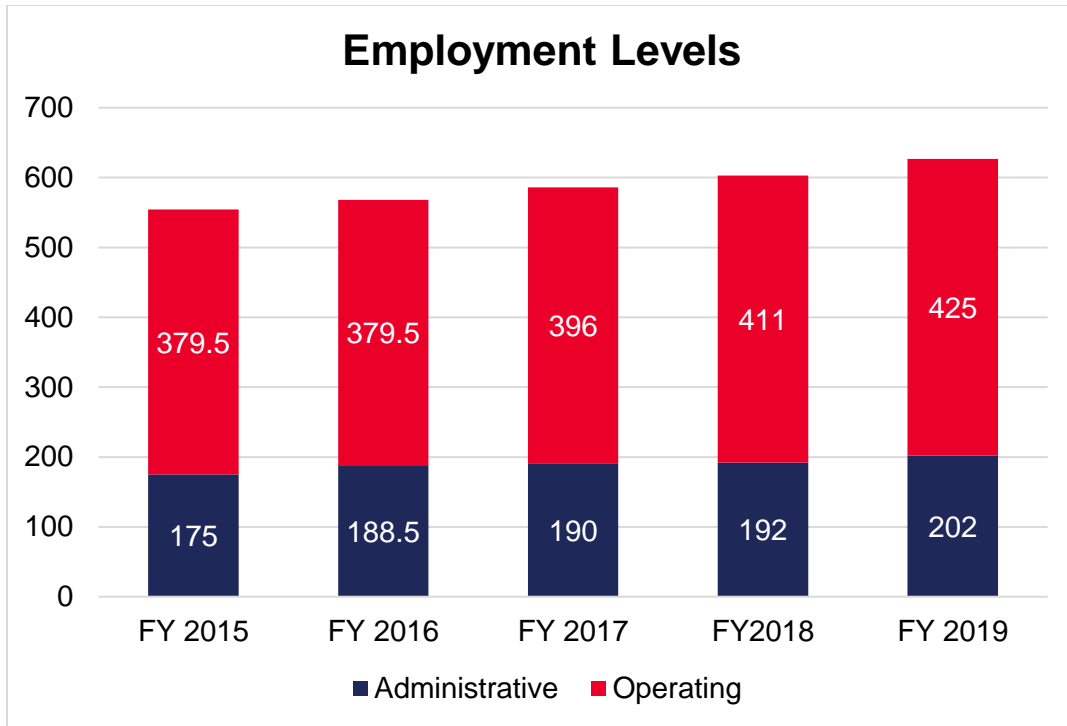
Summary of Employees by Department (in FTE's)

Fiscal Years	Actual 2017	Actual 2018	Budget 2019
Page 1 Subtotal:	190.0	192.0	201.0
Operating Departments:			
MITS Operatings	60.0	50.0	50.0
MITS Maintenance	18.0	16.0	16.0
Bus Operations	230.0	260.0	274.0
Running Repair	35.0	34.0	34.0
Rebuild Eng/Repair	2.0	2.0	2.0
Body Shop	8.0	8.0	8.0
Electronics Shop	11.0	11.0	11.0
Service Rack	32.0	30.0	30.0
Total Operating:	396.0	411.0	425.0
Grant-funded Program:			
Vanpool	3.0	2.0	2.0
Total Grant-funded:	3.0	2.0	2.0
Total Departments:	589.0	605.0	628.0

The following is a summary of significant staffing changes in the fiscal 2018 budget.

- **Executive Administration:** The increase from fiscal 2018 to fiscal 2019 is the result of adding 1.0 position and moving 1.0 from Project management and converting that position to part-time.
- **Customer Relations:** No staffing level changes
- **Planning:** No staffing level changes
- **Human Resources:** The increase from fiscal 2018 to fiscal 2019 is the result of moving 1.0 position to Accounting and adding 2.0 positions.
- **Accounting:** The increase from fiscal 2018 to fiscal 2019 is the result of moving 1.0 position from Human Resources.
- **Finance:** The decrease from fiscal 2018 to fiscal 2019 is the result of converting 1.0 position into part-time
- **Governmental Relations:** The decrease from fiscal 2018 to 2019 is the result of eliminating the department and moving 4.0 positions to Marketing.
- **Marketing:** The increase from fiscal 2018 to fiscal 2019 is moving 4.0 positions from Governmental Relations to Marketing.
- **Procurement and Contract Admin:** The increase from fiscal 2018 to 2019 is the addition of 1.0 position.
- **TRE:** The decrease from fiscal 2018 to fiscal 2019 is moving 1.0 position to TEXRail.
- **TEXRail:** Moved 1.0 position from TRE to TEXRail and the elimination of 1.0 position resulting in no staffing level change.

- **Project Management:** The decrease from fiscal 2018 to fiscal 2019 is a result of eliminating the department and moving 1.0 position to Executive Administration.
- **Facilities Maintenance:** The increase from fiscal 2018 to fiscal 2019 is the addition of 4.0 positions
- **Information Technology:** The increase from fiscal 2018 to fiscal 2019 is the result of adding 1.0 position.
- **Operations Administration:** The increase from fiscal 2018 to fiscal 2019 is the result of adding 1.0 position from Bus Operations:
- **Bus Street Ops:** The decrease from fiscal 2018 to fiscal 2019 is the result of moving 1.0 position to Bus Radio Control
- **Bus Radio Control:** The increase from fiscal 2018 to fiscal 2019 is the result of adding 1.0 position from Bus Street Ops
- **Security:** No staffing level changes
- **Risk & Claims:** No staffing level changes
- **Safety:** No staffing level changes
- **Service Scheduling:** No staffing level changes
- **Maintenance Admin:** No staffing level changes
- **Parts Room:** No staffing level changes
- **ACCESS Admin:** The increase from fiscal 2018 to fiscal 2019 is the result of moving 1.0 position from Bus Operations.
- **ACCESS Street Operations:** No staffing level changes
- **ACCESS Radio Control:** No staffing level changes
- **ACCESS Operations:** No staffing level changes
- **ACCESS Maintenance:** No staffing level changes
- **Bus Operations:** The increase from fiscal 2018 to fiscal 2019 is the result of adding 16.0 positions and moving 1.0 position to Operations Administration and 1.0 position to ACCESS Administration.
- **Running Repair:** No staffing level changes
- **Rebuild Engine/Repair:** No staffing level changes
- **Body Shop:** No staffing level changes
- **Electronics Shop:** No staffing level changes
- **Service Rack:** No staffing level changes
- **Vanpool:** No staffing level changes



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 2019 is \$1.1 billion. The projected capital expenditures for fiscal 2019 are \$407.4 million and Trinity Metro’s share, from local funds, is expected to be \$200.3 million. Our federal capital grant reimbursement is expected to be \$207.1 million.

The capital projects in the fiscal 2019 budget are summarized in the “Capital Budget” section. Capital investment for years beyond fiscal 2019 relate primarily to the TEXRail commuter rail project, TRE improvements, replacement of aging buses, maintaining capital assets, and upgrading existing assets.

The largest impact the capital program has on the operating budget is if we do not expend as much as projected. Therefore, the federal reimbursements will be less, and our actual revenue for fiscal 2019 will be less than budget.

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Fiscal 2019 Capital Budget

(Amounts in Thousands)

	Total Budget	Federal Share	Partner Contribution	Local Share
FY 2018 Projects Carried Over:				
<u>Bus / Facilities Maintenance</u>				
Electric Buses	\$ 5,500	\$ 4,125	\$ -	\$ 1,375
Grove Street Design and Renovations	4,000	-	-	4,000
CNG Station Upgrades	3,600	-	-	3,600
Bus Wash	900	-	-	900
Parking Lot Lights	590	-	-	590
Mezzanine for Building Maintenance	110	-	-	110
<u>Trinity Railway Express</u>				
TRE Trinity River Bridge Design & Const	34,200	-	-	34,200
Positive Train Control	17,188	10,818	-	6,370
TRE Trinity Lakes Station	3,000	-	-	-
TRE Security Video Enhancement	365	292	-	73
<u>Other</u>				
FWHS TOD Project	11,462	-	-	11,462
Enterprise Resource Planning Replacement	9,000	-	-	9,000
Automated Fare Collection System	5,137	-	-	5,137
Intelligent Transportation System	3,500	-	-	3,500
Fleet-wide Passenger Information System	2,714	966	-	1,748
Multi-Year Transportation Enhancements	887	710	-	177
Point of Sale System	800	-	-	800
Interactive Voice Response / Trapeze Com	680	350	-	330
Security Camera System on Fleet	637	510	-	127
On-site Clinic	450	-	-	450
IT Equipment Replacement - FY18-FY21	334	-	-	334
Trinity Metro Mobile App	200	-	-	200
Bus Stop Manager / Trapeze	116	-	-	116
Downtown Shelter Lighting	72	-	-	72
Total FY18 Projects Carried Over to FY19	\$ 105,442	\$ 17,771	\$ -	\$ 84,671



Fiscal 2019 Capital Budget

(Amounts in Thousands)

	Total Budget	Federal Share	Partner Contribution	Local Share
Page 1 Subtotal	\$ 105,442	\$ 17,771	\$ -	\$ 84,671
FY 2019 "New" Capital Projects:				
<u>Bus / Facilities Maintenance</u>				
FY19 - Bus Replacement	7,159	5,942	-	1,432
FY19 - Capital Maintenance Facilities	651	-	-	651
FY19 - Miscellaneous Equipment	280	-	-	280
Fuel Tanks Replacement	200	-	-	200
FY19 - Concrete Repair	215	-	-	215
<u>Trinity Railway Express</u>				
TRE Capital Maintenance - FY19	10,618	-	-	10,618
TRE Grade Crossings (Appendix A)	800	640	-	160
<u>Other</u>				
ADA Accessible Bus Stops	500	400	-	100
Security Enhancements	471	376	-	94
FY19 - Non-Revenue Vehicle Purchase	348	-	-	348
Bus Stop Poles / Signs Replacement	262	188	-	74
Networking and Storage	66	-	-	66
Industrial Shelving Systems Analysis	30	-	-	30
Total "New" FY19 Projects	\$ 21,600	\$ 7,546	\$ -	\$ 14,268
Subtotal Trinity Metro Projects	\$ 127,042	\$ 25,317	\$ -	\$ 98,939



Fiscal 2019 Capital Budget

(Amounts in Thousands)

	Total Budget	Federal Share	Partner Contribution	Local Share
Page 2 Subtotal	\$ 127,042	\$ 25,317	\$ -	\$ 98,939
<u>TEXRail</u>				
Guideway and Track	174,491	89,043	15,000	70,448
Stations	58,778	24,087	27,972	6,718
Yards and Shops	27,627	13,416	-	14,211
Site work and Special Conditions	223,285	119,257	20,108	83,920
Signals, Communications, Systems	116,807	56,721	-	60,086
Right-of-Way, Real Estate	92,331	44,836	5,000	42,495
Commuter Rail Vehicles	110,991	53,897	25,000	32,094
Subtotal	804,310	401,257	93,080	309,973
<u>Professional Services</u>				
Project Development	8,053	5,937	-	2,116
Engineering	42,411	31,265	4,000	7,146
Project Mgmt for Design & Construction	43,436	31,593	10,000	-
Construction Administration & Mgmt	18,875	9,837	8,375	-
Professional Liability/Non-Const Ins.	2,790	2,057	-	733
Legal: permits, fees by other agencies	4,429	3,265	-	1,164
Surveys, Testing, Investigation, Inspection	2,269	1,673	-	596
Start-up (Incl Railroad Agreements)	3,588	2,645	-	943
Professional Services Total	125,851	88,271	22,375	12,698
Contingency	75,837	36,826	8,375	30,636
Finance Charges	28,415	10,871	-	17,544
TEXRail Total	1,034,413	537,225	123,830	370,851
Grand Total - All Projects	\$ 1,161,455	\$ 562,542	\$ 123,830	\$ 469,790

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Project Title: Electric Buses

Description of Project: This project is for the purchase of electric buses which are expected to be delivered in the spring of 2019.

Schedule of Project Costs:

Total Budget: \$ 5,500,000
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 5,500,000

Sources of Funding:

Sales Tax: \$ 5,500,000
Federal: None
Other: None



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

Project Title: Grove St. Design and Renovations

Description of Project: 801 Grove St. was purchased with the sole purpose of renovating it into the new Trinity Metro Headquarters. The estimated budget for the remodel will be \$4 million. This year we estimate that we will spend approximately \$750,000.

Schedule of Project Costs:

Total Budget: \$ 4,000,000
Prior Year Actual Expenses: \$ 128,392
Projected Expenditures (This year): \$ 750,000

Sources of Funding:

Sales Tax: \$ 4,000,000
Federal: None
Other: None



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

Project Title: CNG Station Upgrade

Description of Project: This project is for the upgrade of our CNG facility. The station was built in 1994 and our goal for FY19 is to install a new high pressure gas line and new electric service replacing all five skids, there will be electric and two will be gas powered. In addition, the dryer and all six dispensers will be replaced. This project is well underway and the anticipated finish date is February of 2019.

Schedule of Project Costs:

Total Budget: \$ 3,600,000
Prior Year Actual Expenses: \$ 1,309,470
Projected Expenditures (This year): \$ 2,290,530

Sources of Funding:

Sales Tax: \$ 3,600,000
Federal: None
Other: None



Operating Budget Effect: *Non-routine capital, local funds, will reduce cost to operate the fueling station.*

Project Title: Bus Wash

Description of Project: This project is for the removal of the existing two-bay system and installation of a new two-bay system. The project modifies the existing bus washing facility including wall and door construction, cleaning, painting, and lighting upgrades.

Schedule of Project Costs:

Total Budget: \$ 900,000
Prior Year Actual Expenses: \$ 567,471
Projected Expenditures (This year): \$ 332,529

Sources of Funding:

Sales Tax: \$ 900,000
Federal: None
Other: None



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

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: None
Projected Expenditures (This year): \$ 590,000

Sources of Funding:

Sales Tax: \$ 590,000
Federal: None
Other: None



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

Project Title: Building Maintenance Mezzanine

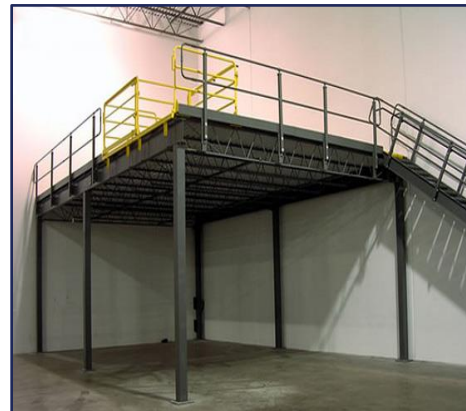
Description of Project: Our facilities continue to grow. We have added numerous properties, shelters, transfer center and park and rides. We are also increasing though TEXRail and have expanded our services to Burnett Plaza. There are only two offices, a bathroom and a breakroom that have air conditioning. We have run out of space in the current maintenance building to safely work. There are no good document storage areas for blueprints, especially since 2304 Pine Street is no longer able to be used. I am proposing to look into the feasibility of adding a mezzanine or second floor to the building maintenance shop for additional storage and work space.

Schedule of Project Costs:

Total Budget: \$ 110,000
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 110,000

Sources of Funding:

Sales Tax: \$ 110,000
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

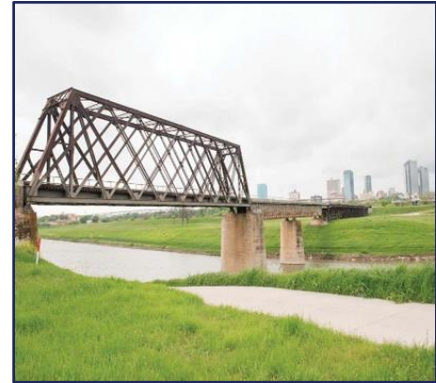
Description of Project: Trinity Metro needs to rehab the existing bridge and add a second bridge and track to enhance the structural capability of the bridge, increase its capacity, and eliminate delays caused by freight trains. Trinity Metro completed the environmental work for the Project in September 2016 and currently preparing the final design for the Project.

Schedule of Project Costs:

Total Budget: \$ 34,200,000
Prior Year Actual Expenses: \$ 3,000,000
Projected Expenditures (This year): \$ 20,000,000

Sources of Funding:

Sales Tax: \$ 20,000,000
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.*

Project Title: Positive Train Control

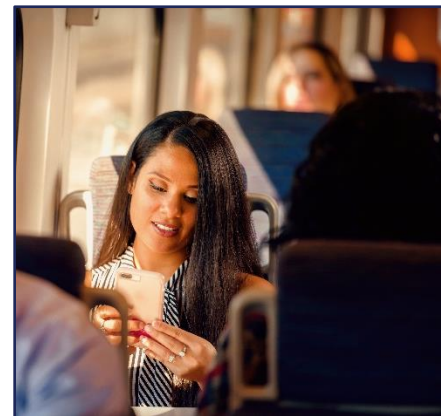
Description of Project: Positive Train Control (PTC) is technology designed to automatically stop or slow a train before an accident occurs. The Rail Safety Improvements Act of 2008 (RSIA) mandates that (PTC) be installed on all rail main lines used to carry passengers.

Schedule of Project Costs:

Total Budget: \$ 17,188,000
Prior Year Actual Expenses: \$ 10,355,331
Projected Expenditures (This year): \$ 6,832,669

Sources of Funding:

Sales Tax: \$ 6,370,000
Federal: \$ 10,818,000
Other: None



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

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 and in March 2018, the board authorized to work on the development of the new TRE Trinity Lakes Station.

Schedule of Project Costs:

Total Budget: \$ 3,000,000
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 1,000,000

Sources of Funding:

Sales Tax: \$ 1,500,000
Federal: None
Other: Sale of Richland Hills Station \$ 1,500,000



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

Project Title: TRE Station Security Video Enhancement

Description of Project: This project will replace obsolete cameras and other related monitoring equipment at the existing ITC 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 future TEX Rail 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: FWHS Transit Oriented Development Partnership

Description of Project: This project is for the review of building construction plans by one of the Trinity Metro’s consulting firms. Fort Worth Housing Solutions is proposing to construct a high-rise building on the parking lot between I-30 and Vickery Street at the T&P Station.

Schedule of Project Costs:

Total Budget: \$ 11,462,000
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 11,462,000

Sources of Funding:

Sales Tax: \$ 11,462,000
Federal: None
Other: None



Operating Budget Effect: *Non-routine capital, 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. The system will permit the organization to better employ available technology helping to maintain a positive organizational culture and to provide an outstanding customer experience.

Schedule of Project Costs:

Total Budget: \$ 9,000,000
Prior Year Actual Expenses: \$ 8,063,837
Projected Expenditures (This year): \$ 936,163

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 21st 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:	\$ 3,310,206
Projected Expenditures (This year):	\$ 1,826,472

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

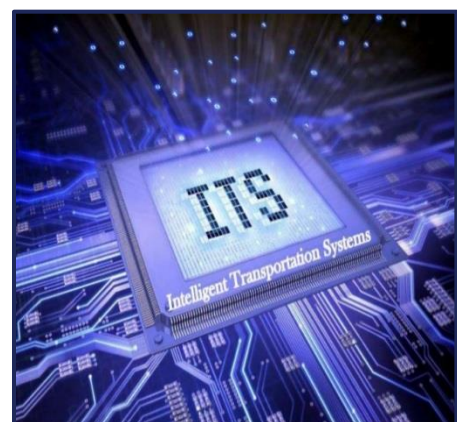
Description of Project: This project is for an ITS System for all revenue service vehicles. An ITS system is needed to monitor and control the all Trinity Metro’s services in real time. This will allow Trinity Metro to provide exceptional service to our customers by allowing real time monitoring of schedule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

Schedule of Project Costs:

Total Budget:	\$ 3,500,000
Prior Year Actual Expenses:	\$ 525,000
Projected Expenditures (This year):	\$ 2,000,000

Sources of Funding:

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



Operating Budget Effect: *Non Routine capital project, with 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: \$ 2,407,911
Projected Expenditures (This year): \$ 305,591

Sources of Funding:

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



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

Project Title: Multi-Year Transportation Enhancements

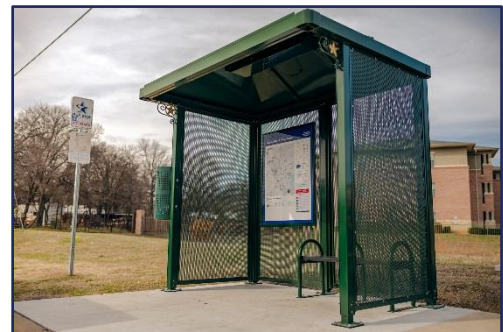
Description of Project: This project is for landscaping, shelters, and other transit enhancements along our service routes.

Schedule of Project Costs:

Total Budget: \$ 887,429
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 887,429

Sources of Funding:

Sales Tax: \$ 177,486
Federal: \$ 709,943
Other: None



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

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: Interactive Voice Response System

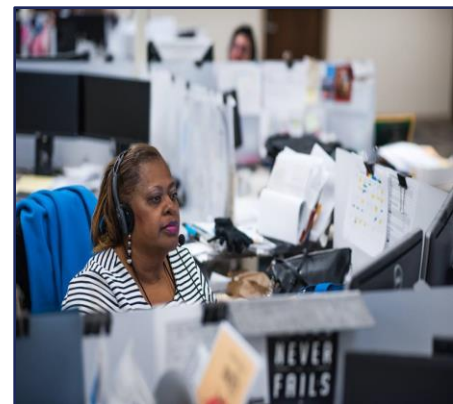
Description of Project: This project is for the implementation of Interactive Voice Response (IVR) software modules in the Trapeze system to improve Customer Service Support and enhance management of Trinity Metro Access trip-booking.

Schedule of Project Costs:

Total Budget:	\$ 679,502
Prior Year Actual Expenses:	\$ 517,581
Projected Expenditures (This year):	\$ 161,921

Sources of Funding:

Sales Tax:	\$ 329,502
Federal:	\$ 350,000
Other:	None



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

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.*

Project Title: On-site Health Clinic

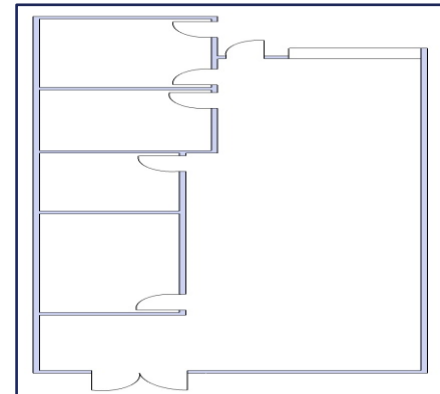
Description of Project: An onsite health clinic to provide employees and dependents covered under the company's health plan with an onsite doctor / nurse practitioner at the worksite. This will provide convenient access to health care services, providing first aid and acute care services to reduce the use and cost of emergency rooms for non-emergency conditions, and to increase use of preventive services to improve medication compliance and patient outcomes overall. Board has approved the project.

Schedule of Project Costs:

Total Budget:	\$ 450,000
Prior Year Actual Expenses:	\$ None
Projected Expenditures (This year):	\$ 450,000

Sources of Funding:

Sales Tax:	\$ 450,000
Federal:	None
Other:	None



Operating Budget Effect: *Non-routine capital, local funds, projected operating costs of \$462,164 in fiscal 2019.*

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: \$ 88,717
Projected Expenditures (This year): \$ 73,009

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: 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 3rd party providers. This app will be more fun for our customers and should increase ridership.

Schedule of Project Costs:

Total Budget: \$ 200,000
Prior Year Actual Expenses: None
Projected Expenditures (This year): None

Sources of Funding:

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



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

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. Facilitates standardization and completeness of data used by scheduling and customer information systems.

Schedule of Project Costs:

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

Sources of Funding:

Sales Tax: \$ 115,809
Federal: None
Other: None



Operating Budget Effect: *Routine capital, 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: \$ 72,180
Federal: None
Other: None



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

Project Title: FY19 Bus Replacement

Description of Project: This project is for the replacement of the following: 4 – 2004 40’ transit buses & 14 - 2006 40’ transit buses.

The four (4) 2004-year model and fourteen (14) 2006-year model New Flyer 40’ buses have reached and or passed their life expectancy and are extremely costly to maintain. They have the highest failure rate within the fleet.

Schedule of Project Costs:

Total Budget:	\$ 7,159,012
Prior Year Actual Expenses:	None
Projected Expenditures (This year):	\$ 7,159,012

Sources of Funding:

Sales Tax:	\$ 1,431,803
Federal:	\$ 5,941,980
Other:	None



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

Project Title: FY19 Capital Maintenance - Facilities

Description of Project: This project represents all capital maintenance and improvements on the HRP building and other facilities. It includes painting and repairing interior and exterior walls, repairing or replacing HVAC units as necessary, rebranding of facilities, replacement of furniture and equipment and any other capital maintenance activities that may occur.

Schedule of Project Costs:

Total Budget:	\$ 641,440
Prior Year Actual Expenses:	None
Projected Expenditures (This year):	\$ 641,440

Sources of Funding:

Sales Tax:	\$ 641,440
Federal:	None
Other:	None



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

Project Title: FY19 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: \$ 279,810
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 279,810

Sources of Funding:

Sales Tax: \$ 279,810
Federal: None
Other: None



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

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

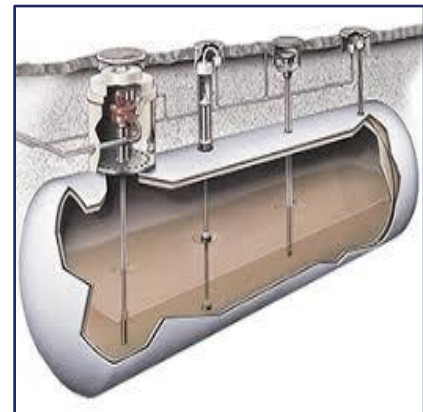
Description of Project: The existing underground fuel tanks are over-sized and require too much effort to maintain and comply with regulatory requirements. This Project is to utilize an IDIQ firm to analyze available options to decommission the tanks, and hire contractors to install new and above-ground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

Schedule of Project Costs:

Total Budget: \$ 200,000
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 200,000

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: 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: TRE Capital Maintenance – FY19

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: \$ 10,618,000
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 10,618,000

Sources of Funding:

Sales Tax: \$ 10,618,000
Federal: None
Other: None



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

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 (signals, gates and crossing panels) 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: ADA Accessible Bus Stops

Description of Project: Construction of sidewalks, ADA ramps, and bus shelter concrete pads at various bus stops.

Schedule of Project Costs:

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

Sources of Funding:

Sales Tax: \$ 100,000
Federal: \$ 400,000
Other: None



Operating Budget Effect: *Routine capital, federal & 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
- Parts Room Transit Cargo Van \$ 27,500

Schedule of Project Costs:

Total Budget: \$ 347,500
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 347,500

Sources of Funding:

Sales Tax: \$ 347,500
Federal: None
Other: None

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



Project Title: Bus Stop Poles and Signs Replacement

Description of Project: This project would replace all of the existing bus stop poles with new poles. This would be done in conjunction with replacing the signs that have the old T logo. There are approximately 600 poles and 2,500 signs that would need to be replaced.

Schedule of Project Costs:

Total Budget: \$ 262,000
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 262,500

Sources of Funding:

Sales Tax: \$ 74,152
Federal: \$ 187,848
Other: None

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



Project Title: Networking and Storage

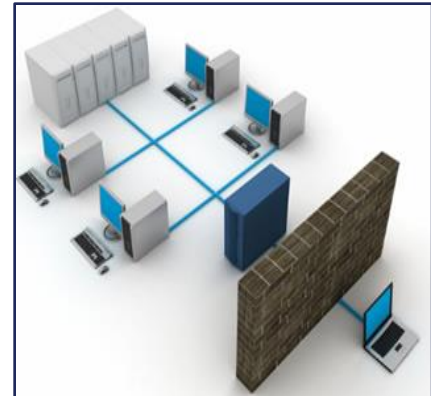
Description of Project: Our internet firewall is end-of-life and needs to be replaced with an updated system that provides sufficient load balancing, VPN access and protection. We have 9 switches that are past useful life at the TRE platforms, ITC and maintenance shops. Compellent storage needs have grown with a high number of additional servers required for the ERP project.

Schedule of Project Costs:

Total Budget:	\$ 66,000
Prior Year Actual Expenses:	None
Projected Expenditures (This year):	\$ 66,000

Sources of Funding:

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



Operating Budget Effect: *Non-routine capital project, with 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: Security Enhancements

Description of Project: This project is for two security enhancements. First, 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

Secondly, 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:	\$ 470,500
Prior Year Actual Expenses:	None
Projected Expenditures (This year):	\$ 470,500

Sources of Funding:

Sales Tax:	\$ 94,100
Federal:	\$ 376,400
Other:	None



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

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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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Intermodal – Switching from one form of transportation to another.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Service Area – A geographic area provided with transit service.

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

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

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

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

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

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

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

Vehicle Miles – Number of miles traveled by a vehicle.

Zone Fares – Different fares for different regions of service.

TRANSIT ACRONYMS

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

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

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

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

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SINGLE RIDE FARES

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

MULTI RIDE PASSES

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

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

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

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TRINITY METROSM

SYSTEM MAP

