

# BUSINESS PLAN ANNUAL BUDGET FY 2016



Fort Worth Transportation Authority - Fort Worth, Texas

community > access > service



**TEX**Rail

**TRE**

Metro Arlington Xpress  
**MAX**

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# FORT WORTH TRANSPORTATION AUTHORITY

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**FORT WORTH  
TRANSPORTATION  
AUTHORITY  
2016 Board of Directors**



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# THE FORT WORTH TRANSPORTATION AUTHORITY

## 2016 BUSINESS PLAN & ANNUAL BUDGET

*Letter from the President & Chief Executive Officer*

December 2015

Board of Directors  
Fort Worth Transportation Authority

I am pleased to present the fiscal year 2016 Fort Worth Transportation Authority (The T) Business Plan and Annual Budget. The fiscal 2016 budget is balanced, and reflects the vision and strategic goals of The T to provide effective multi-modal transportation that meets the wishes of our customers. This document outlines the fiscal year 2016 operating budget and planned capital expenditures, which will further enhance The T's ability to provide efficient transportation services.

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

### **Business Plan**

The fiscal 2016 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 2016 goals. These goals provided the framework for the development of the fiscal 2016 budget. Department heads applied the strategic goals to their areas and developed departmental business plans. The combination of the departmental business plans represents The T's fiscal 2016 Business Plan, which drives The T's Annual Budget and formalizes The T's vision for the year and beyond.

The T's primary focus is on increasing ridership and the development of The T's Master Plan. Increasing ridership in the short-term will be accomplished with service improvements, marketing, and other enhancements and in the long-term through projects relating to developing a regional transit network, more commuter rail corridors, and regional cooperation. The Master Plan will aid in prioritizing system enhancements by evaluating local and regional transportation needs and developing service and infrastructure improvements to meet those needs.

The T has committed to implement a new commuter rail corridor in Tarrant County from Downtown Fort Worth through the City of Grapevine and into DFW Airport called TEX Rail. This is a major multi-year project that requires significant staff resources as well as regional cooperation and coordination. It will cost over \$900 million, in year of expenditure dollars, to complete and will be funded with a combination of federal, state, and local grants and contributions, including an FTA New Starts grant for more than \$400 million. The T has developed a comprehensive 2035 financial plan to document its ability to complete TEX Rail and to continue to improve its current bus and commuter rail operations.

The T achieved milestones in the TEX Rail project during fiscal 2015. On June 2, 2015, The Fort Worth Transportation Authority was approved to move into the Engineering Phase by the Federal Transit Administration (FTA). Entering Engineering authorized the Fort Worth Transportation Authority to place its order for the manufacture of train vehicles known as a Diesel Multiple Unit (DMU) with Stadler Bussnang AG (Stadler). On June 9, 2015, officials of The Fort Worth Transportation Authority signed a contract with Stadler for the manufacture and delivery of eight (8) DMU rail vehicles.

The initial service of TEX Rail will extend from downtown Fort Worth, across northeast Tarrant County and Grapevine, and into DFW Airport at Terminal B. This 27.2 mile regional rail corridor is projected to have more than 9,094 daily riders at initial start of service in 2018 using nine stations. By 2035, there will be nine stations and approximately 13,698 daily riders.

TEX Rail is not the only project included in our fiscal 2016 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***, which is a multi-year project for \$4.3 million dollars, The T 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***, which is a multi-year project for \$2.5 million dollars, \$500 thousand in 2016; and
- ***Positive Train Control (PTC)***, which is technology designed to stop or slow a train before an accident occurs. This project is an unfunded mandate imposed by Congress on all commuter rail operators. We are anticipating PTC expenditures of \$8 million in fiscal 2016.

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

## **Operating Budget**

The fiscal 2016 Annual Budget is balanced and was adopted by the Board of Directors on September 28, 2015. The Annual Budget includes the operating and capital budgets. Total operating revenue is defined as all revenue except capital grant reimbursement and contributions from partner cities. It is budgeted at \$91.8 million, which is a 3.7% increase from fiscal 2015 budget. Sales tax and grant revenues are The T's main sources of revenue representing approximately 73.9% and 14.3%, respectively, of The T's total operating revenue budget. The fiscal 2016 sales tax revenue is projected to increase 4.6% compared to the fiscal 2015 actual amount. The T's management considered the local economy, the local unemployment rate and the local sales tax trends when determining the sales tax budget. The fiscal 2016 budget also includes operating revenue from advertising, rental fees, and investment earnings.

Operating expenses are budgeted at \$67.9 million, which is a 2.0% increase from fiscal 2015. Salaries and fringe benefits are The T's largest expense category at \$36.5 million. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A three-year labor contract was executed effective October 1, 2013; and it will expire on September 30, 2016. The contract includes for a 3.0% wage increase in fiscal 2016.

Service type expenses of \$22.7 million primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party contractors operate The T's commuter rail service called the Trinity Railway Express and certain grant funded programs. Additionally, The T's paratransit service called Mobility Impaired Transportation Service (MITS) contracts approximately 60% of its trips. Contracting for MITS service with private contractors represents an effective way to control the high cost of providing transportation to persons with disabilities.

The largest portion of the other expense categories is maintenance materials at \$2.8 million. This expense category decreased 11.5% in the fiscal 2016 budget from the fiscal 2015 amount. This decrease is primarily due to the purchase of new service vehicles in 2015. The purchase brought the overall age of the fleet down and maintenance on older vehicles will not be required.

## **Capital Budget**

The T's projected capital expenditures for fiscal 2016 are \$413.9 million; and The T's share, from local funds, is expected to be \$192.4 million. Our federal capital grant reimbursement revenue is anticipated to be \$194.3 million.

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

Sincerely,

A handwritten signature in 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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# FORT WORTH TRANSPORTATION AUTHORITY

## List of Principal Officials

### October 1, 2015

#### **Board of Directors**

Scott Mahaffey, Chair  
André McEwing, Vice Chair  
Carter Burdette, Secretary  
Jon Michael Franks  
Ken Newell  
Dennis Dunkins  
Neftali Ortiz  
Jeff Davis  
Jeff King  
Michael Logan  
Tito Rodriguez

#### **Administrative Staff**

President & Chief Executive Officer	Paul J Ballard
Vice President/COO of Operations & Maintenance	Shawn Donaghy
Senior Vice President	Nancy Amos
Vice President/Chief Financial Officer	Monica Fowler
Vice President Facilities Management	Bo Cung
Vice President Human Resources	Melanie Kroeker
Vice President Rail & Procurement Services	Bob Baulsir
Trinity Railway Express/Chief Operating Officer	Tom Tulley
Assistant Vice President Government Relations	Rebecca Montgomery
Assistant Vice President of Transportation Services	Mike Burch Assistant
Vice President Maintenance	Ron Anderson
Assistant Vice President Paratransit Operation	Adrienne Cook
Assistant Vice President Planning	Curvie Hawkins
Assistant Vice President Contract Administration & Procurement	Kathy Bridwell
Assistant Vice President Service Scheduling	JD Smith
Director of Administration	Detra Whitmore
Assistant Vice President	Carla Forman
Director Information Technology Services	Vacant
Director of Marketing	Vacant

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**FORT WORTH TRANSPORTATION AUTHORITY  
BUSINESS PLAN FOR FISCAL 2016**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Fort Worth Transportation Authority  
Texas**

For the Fiscal Year Beginning

**October 1, 2014**



President

Executive Director

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## 2016 BUSINESS PLAN

### THE MISSION

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

### STRATEGIC PLAN

*(LONG TERM NON-FINANCIAL GOALS)*

#### Overriding Goals

The three overriding goals guiding the Strategic Plan:

#### 1. **Transportation**

The T will:

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

#### 2. **Timeliness**

The T will:

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

#### 3. **Technology**

The T will:

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

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

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

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

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

The fiscal 2016 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 2016 goals. These goals provided the framework for the development of the FY16 budget.

**The following is a list of The T's Short Term Goals for Fiscal 2016:**

- Increase system wide ridership:
  - Increase annual system wide ridership by 5%
  - Complete the Transit Master Plan – 1<sup>st</sup> qtr. FY16
- Improve Operational Efficiency:
  - Increase annual fare box recovery ratio to 17%
  - Increase annual ridership per hour by 5%
- Implement Strategic Technology:
  - Interactive Voice Response (IVR) for Customer Service
  - Real-time TRE Passenger Information System
- Advance the TEX-Rail Project:
  - Complete the TEX Rail Design – December 31, 2015
  - Begin TEX Rail Construction – 3<sup>rd</sup> qtr. FY16
  - Secure TEX Rail Interim Financing – 1<sup>st</sup> qtr. FY16
  - Obtain Full Funding Grant Agreement – 2<sup>nd</sup> qtr. FY16
- Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:
  - Use The T Wellness Program to improve employee health
  - Implement a professional development training program for all corporate office employees
  - Implement supervisory training for Operations and Maintenance
  - Update the Corporate Safety Plan

## **Major Capital Projects for fiscal 2016:**

The following is a partial list of projects. Some of these are underway and others are new for fiscal 2016:

- TEX RAIL
- TRE Next Train Upgrades
- TRE Positive Train Control
- TRE Grade Crossings
- TRE Double Tracking Mosier Valley Design/Construction
- TRE Trinity River Bridge Environmental & Design
- TRE Double Tracking Study (Tarrant County Side)
- TRE Station High Gates
- TRE Capital Maintenance – FY15
- TRE Video Enhancements
- Vehicles Purchase – FY16
- MITS Vehicles – FY16
- Maintenance Service Vehicles
- Staff Vehicles
- Bus Wash
- Miscellaneous Equipment and Repair Fiscal 2016
- Capital Maintenance – T Facilities FY16
- Capital Maintenance Parking Lots – FY16
- Fleet-wide Passenger Information System
- Company-wide Software System
- Automated Fare Collection System
- ADA Accessible Improvements
- Multi-year Transportation Enhancements
- Interactive Voice Response System
- Multi-year Desktop Replacement (FY13-FY16)
- Upgrade ITC Conference Room

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## FORT WORTH TRANSPORTATION AUTHORITY

### 2016 BUSINESS PLAN

#### **Fiscal 2015 Accomplishments**

The following is a list of accomplishments achieved by The T during fiscal 2015. This list represents the more significant accomplishments and it includes those that relate to The T's mission statement and the expressed organizational goals that formed the basis of the Business Plan. It is important to understand the organization's most recent accomplishments, in order to gain an understanding of what needs to be accomplished in fiscal 2016 and beyond.

#### **Completion of Major Capital Projects in 2015:**

Several of the following major projects were either completed or started during fiscal 2015:

- Completed Installation of the Passenger Information System on all Vehicles
- Sulphur Branch Bridge on TRE
- Received 16 new Gillig Buses and placed in Service
- Received 33 Glaval MITS Vans and Placed in Service
- Began TRE Trinity River Bridge Rehabilitation & Double Tracking Project
- ADA Accessible Improvements
- Completed Upgrades to the HRP Building
- Replaced the Methane Detection System in the Bus Maintenance Building
- MITS Mobile Data System Upgrades
- Miscellaneous Equipment & Repair
- Ordered Stadler Trains for TEX Rail
- TRE Capital Maintenance – FY15
- Capital Maintenance – T Facilities
- Capital Maintenance Parking Lots – FY15
- Miscellaneous Equipment & Repair – FY15

#### **2015 Major Accomplishments:**

- Hosted International APTA Annual Bus Conference and Bus Rodeo
- Hosted the 1<sup>ST</sup> Twitter Town Hall
- Project Bus for the Transit Master Plan Bus
- Began the Transit Master Plan Study
- Refurbished a 1973 Citran bus for display at APTA
- Tower 55 Improvements were completed in November, 2014
- Received the GFOA's Distinguished Budget Presentation Award
- Implemented New Quarterly Safety Inspections
- The Population Bill Passed

- Created TEX Rail & APTA Video
- Won Three (3) APTA & Three (3) SWTA Awards
- Embraced Social Media, Facebook, Twitter and Pinterest
- Awarded \$1.9m Ladders of Opportunity Grant of behalf of Catholic Charities and Tarrant County for 19 Vehicles
- \$46m LPAFA From TxDOT
- Produced Three Year Plan for TEX Rail Communications
- Initiated Partnership TOD Project with FWHA for the Vickery Project
- Implemented Enhanced Training Program
- Carter Blood Drive Four Seasons Blood Drive Group
- Champions in Health (Certificate of Merit)
- Game Breaks Implementation
- Start! Fit-Friendly Company (Platinum)
- CPR/First Aid/AED Certification (Offered to all Employees)



# *FORT WORTH TRANSPORTATION AUTHORITY*

## *2016 Business Plan Introduction*

### Overview

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

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

The proposed TEX Rail was originally designed to be a 37.6-mile route. On August 12, 2013, The T Board of Directors adopted the Minimum Operable Segment (MOS) as the preferred TEX Rail alternative. This change was necessary for several reasons, but the increasing project cost was the main driver. The switch to the MOS allows us to focus our efforts on the segment with the highest potential ridership, downtown to Dallas-Fort Worth International Airport (DFW Airport). The TEX Rail MOS project has 9 stations and associated facilities in Tarrant County, Texas.

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

The T has specific legal authority defined in the State enabling legislation. 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 The T's Operating and Capital Budgets.

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

## T Service Area

The T's service area includes the cities of Fort Worth, Richland Hills and Blue Mound, all located in Tarrant County, in north-central Texas. The area encompasses 322 square miles and excludes Grapevine. The estimated 2015 population for Tarrant County, according to the Texas Department of State Health Services is 1,959,449. The Dallas/Fort Worth/Arlington Metropolitan Statistical Area (MSA) is one of the largest population centers in Texas.

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

Today, Fort Worth is expected to reach 812,238 people by the end of 2015, according to The World Population Statistics. The Dallas/Fort Worth/Arlington Metropolitan Statistical Area (MTS) is one of the nation's 12<sup>th</sup> largest metropolitan statistical areas, as of October 2015. The residents of Fort Worth and Tarrant County are genuinely friendly, spirited, and quite diverse. Fort Worth is consistently ranked among the top places in the nation to work, live, and do business.

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

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

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

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

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

## **Facilities**

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

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

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

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

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

- **Texas and Pacific (T&P) Station** at Lancaster and Throckmorton Streets. Wood Partners Group developed condominiums on the upper floors, above The T's main waiting room. The T's waiting room is leased for weddings and large functions. Its classic art deco decor is a popular venue for various events.
- **Richland Hills Station** at Handley-Ederville Road and Highway 121. The station's double tracking project was completed in time for the new schedule changes for our bus and train service on September 14, 2009.
- **Intermodal Transportation Center (ITC)** at 9th and Jones Streets. The T's Customer Service Call Center is located here, and it is our major transfer center. Enterprise Rent-A-Car, Amtrak, Greyhound Bus Lines, and Subway lease space at the ITC.

- **Bell Station** at Bell Helicopter Boulevard off Highway 10 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. Also The T provides service to CentrePort employers with Route 30.

### Special Transportation Services

The T currently has the following special transportation services:

- **The Vanpool Program** is open to individuals whose work trips begin or end in any of the eight counties on the western side of the Metroplex. This program is funded through federal grants, and the local match is provided by The T. 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. The T has an Interlocal Agreement with NETS to administer the NETS program, and Catholic Charities provides the service through a contract with The T.
- **Tarrant County Transportation Services (TCTS)** provides rides for the elderly or disabled. This service is for residents within Tarrant County, but outside The T service area. Catholic Charities is the provider, and The T oversees the operation;
- **Northeast Tarrant County Job Access** funds were made available to The T through the Federal Transit Administration (FTA) to fund transportation service expansion from the TRE CentrePort Station to employment sites in CentrePort. As required by Job Access Funding, the service provides access to employment, occupational training, and other employment-related activities.

### Trinity Railway Express (TRE)

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

In fiscal 2015, TRE Tarrant County boarding provided 994,523 passenger trips or 6.3 percent decrease from passenger trips in fiscal 2014.

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

The T and DART have contracted with Herzog Transit Services Inc. for the operations of the TRE, including dispatching, maintenance of the tracks, and maintenance of the vehicles. The TRE has

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

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

Service is offered from 4:58 a.m. to 11:35 p.m. Monday - Friday. Peak headways average 20 minutes, with headways for off-peak trains varying between 83 and 120 minutes. On Saturdays, trains operate on 90-minute headway from 8:47 a.m. to 11:37 p.m. Regular Sunday service is not offered at this time.

Connecting transit service is offered at all stations. In addition, free shuttle bus service is provided from CentrePort to the South remote parking lot at DFW Airport, where passengers can transfer to other DFW buses 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 dedicated westbound trains scheduled to depart 20 minutes after the event. In addition, TRE operates special Sunday service to the Texas State Fair (via a connection with DART LRT) and to the Fort Worth Main Street Arts Festival.

## **Service Updates**

Fiscal 2015 bus ridership was 7,449,891 which is a decrease of 152,624 passenger trips or 2% decrease over the same period in fiscal 2014. MITS ridership for fiscal 2015 was 383,171, which was an increase of 2 % compared to 2014. TRE ridership for fiscal 2015 was 2,166,911, decreased 5% over 2014. Vanpool service for fiscal 2015 was 548,470, a decrease of 12% compared to fiscal 2014.

## **Federal Grants in Fiscal 2016**

The Grant Administrator at The T is responsible for identifying funding for the capital budget. Federal funding through grants administration finances a variety of projects which range anywhere from vanpool programs to rail construction projects.

- The procurement of environmentally friendly Compressed Natural Gas transit vehicles.
- Modernization of rail track on the Tarrant County side of the Trinity Railway Express.
- Program Management and Environmental work for the TEX Rail project.

- Right-of-way acquisition of rail track related to the TEX Rail project.
- Program Management, Engineering Design, and Pre-Construction Services for TEX Rail.
- New Freedom ADA improvements for constructing ADA accessible bus stops.
- Job Access/Reverse Commute services to busy employment centers of commerce, such as the Alliance area north of Fort Worth.
- Transit Enhancements such as public art, landscaping, signage, and other scenic beautification projects around service area bus stops.

### **The T's Disadvantaged Business Enterprise (DBE) Goal for Fiscal Year 2016**

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

The T is also required by the FTA to set an overall annual goal for DBE participation in federally assisted contracting in accordance with 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 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. The T's overall goal for fiscal 2014 – fiscal 2016 is 25% DBE participation.

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

To achieve diversity and inclusion, The T continuously looks for opportunities to improve its DBE program; to identify opportunities within solicitations for potential DBE participation; to ensure DBEs are provided with solicitation information, which can include hosting business diversity outreach forums, attending outreach events, and notifying DBEs regarding solicitation opportunities.



TEX Rail Business Diversity  
Outreach Forum hosted by The T

## ABOUT DOWNTOWN



Housing opportunities are plentiful in Fort Worth, from wide-open ranch homes to exciting high-rise condos and everything in between.

Large-scale, quality housing developments are popping up all over as well. Master-planned communities like Walsh Ranch, Circle T and Heritage are a few of these projects.

Other notable area developments include:

- West 7th Corridor: bordered by University, Seventh, Morton and Foch Streets
- Lancaster Corridor: area connecting downtown and the medical district; \$244 million luxury Omni hotel includes 89 high-end condos; Texas & Pacific Lofts renovation of 12-stories, 1930's historic rail terminal in 2006 has 92 loft homes.
- Central Downtown: There are more than 900 owner-occupied residential units in Downtown, up from 610 in 2006.

This does not include the rental market, currently more than 2,100 units with another 450 under construction have already been completed. Occupancy rates have remained above 90% since 2006.

- Trinity Bluff: mixed-use development on Trinity River along Samuels Avenue, Lincoln at Trinity Bluff upscale apartments on Trinity River, and Villa de Leon.

North Fort Worth: residents continue to flock to north Fort Worth, the fastest growing area in the city. Many new neighborhoods include Hillwood's Heritage with more than 7,340 single-family homes built from 1990–2008 and 288 apartments.

## 25 Story Frost Tower

Texas-based Frost Bank will occupy 73,000 square feet of a new tower, to be named Frost Tower, in Downtown Fort Worth. The 25-story tower is located at 640 Taylor Street and is set for occupancy in late 2017.



5,000 people call Downtown Fort Worth Home.

## Fort Worth Embraces Modern Roundabouts



The Fort Worth Transportation and Public Works Department is leading the implementation of modern roundabouts in the city.

In the next few months, modern roundabout projects will be opening, with more projects set to begin construction soon.

## **Roundabout safety**

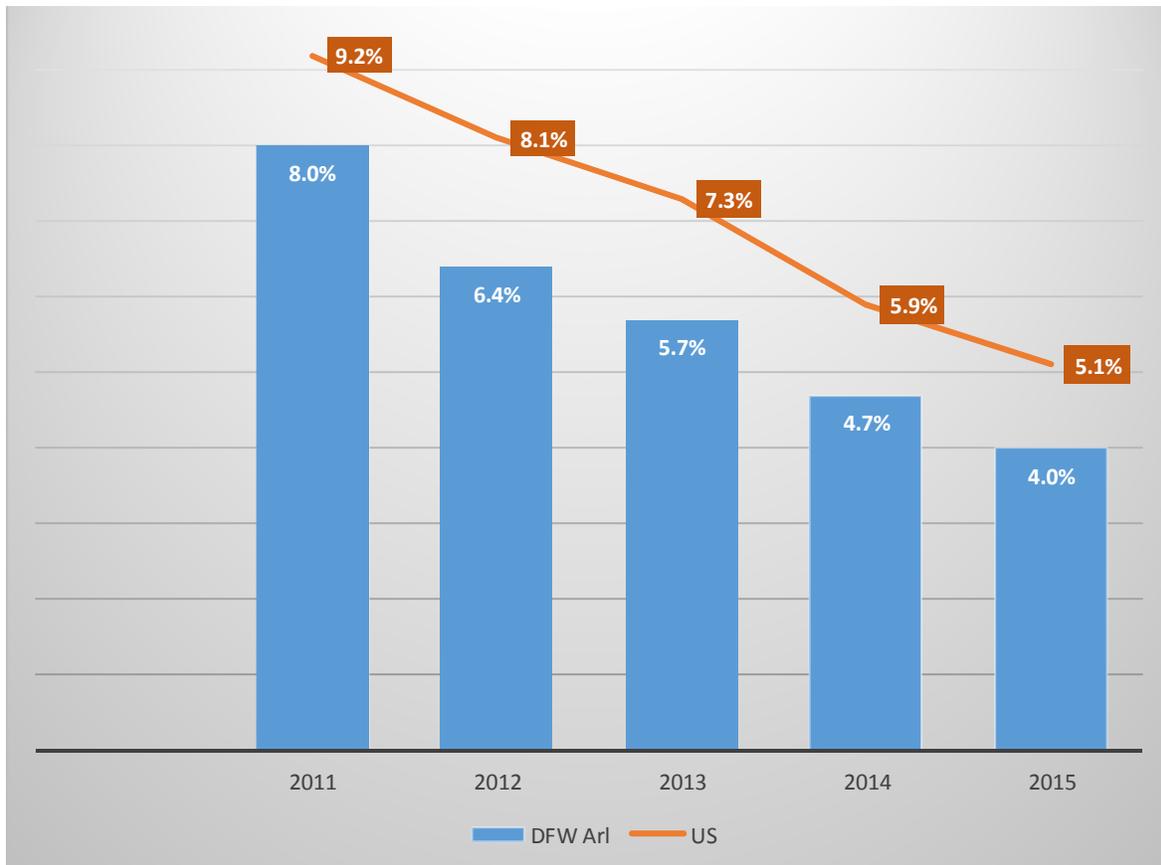
Roundabouts are the safest type of at-grade intersection. They create slower speeds, fewer conflict points for pedestrians and motorists, and reduced collision angles compared to stop sign or traffic signal control. A national study of intersections converted to modern roundabouts had the following significant findings:

- A reduction in collisions of all types of 40 percent.
- A reduction in injury collisions of 75 percent.
- A reduction in fatal and incapacitating collisions of about 90 percent.

## Unemployment

The national unemployment rate for September 2015 was 5.1% according to the U.S. Bureau of Labor Statistics. The Texas unemployment rate for September 2015 was 4.1%. Texas Employers have added 203,900 jobs between October 2014 and September 2015. The unemployment rate for Fort Worth during the month of September 2015 was 4.0%. (*U.S. Labor Statistics*)

## Annual Average Unemployment Rates



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

## Employment

The Metroplex consists of two Metropolitan Statistical Area (MSAs) division-separately identifiable employment centers within the larger metropolitan area. The Dallas-Plano-Irving Division, which accounted for 70% of the area workforce, with the addition of 94,300 jobs, a gain of 4.1% from a year ago.

The Fort Worth-Arlington Metropolitan Division, which accounted for 30% of the area's workforce, which added 27,400 jobs during the last 12-month period, a 2.8% increase.

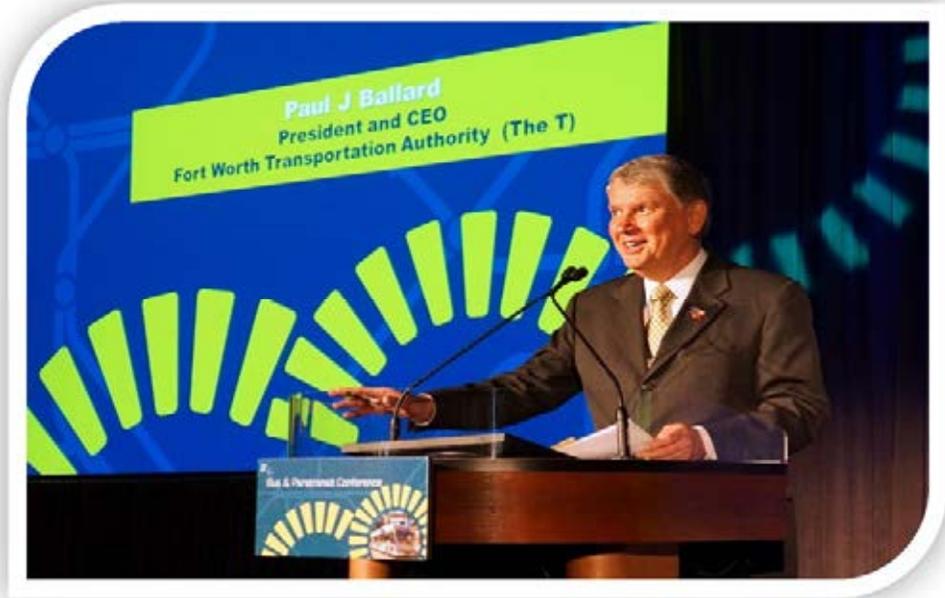
### Some of Fort Worth's Top Employers:

<b>Employers</b>	<b>Employees</b>
AMR/American Airlines	24,700
Texas Health resources	19,230
Lockheed Martin Aeronautics Company	13,690
NAS Fort Worth JRB	11,000
Fort Worth Independent School District	12,000
City of Fort Worth	6,161
JPS Health Network	6,000
Cook Children's Health Care System	5,876
Bell Helicopter Textron	4,953
Alcon Laboratories	5,922
Tarrant County College	5,625
BNSF	4,500
JP Morgan Chase	3,389

## YEAR IN REVIEW

2015 APTA International Bus Roadeo and Bus & Paratransit Conference, May 1-5

Opening remarks for the 2015 APTA Bus & Paratransit Conference were made by Paul J Ballard, President/CEO of The Fort Worth Transportation Authority. The conference was held in Fort Worth in May.



What is APTA? *American Public Transportation Association*

- APTA is the leading force in advancing public transportation.
- APTA members are public organizations that are engaged in the areas of bus, paratransit, light rail, commuter rail, subways, waterborne passenger services, and high-speed rail.
- Members also include large and small companies who plan, design, construct, finance, supply, and operate bus and rail services worldwide. Government agencies, metropolitan planning organizations, state departments of transportation, academic institutions, and trade publications are also part of our membership.



APTA Customer Service Competition

## 2015 APTA INTERNATIONAL BUS ROADEO



The International Bus Rodeo is a unique learning opportunity for operators and maintenance teams to experience transit agency professionals up close and personal. The Rodeo is more than a driving competition of driving skills and maintenance disciplines; it is a training and networking opportunity for all attendees.



APTA Driving Competition



Transportation was provided by The T for the rodeo and conference. This pass was given to each registered guest, and it gave them free access to our services.

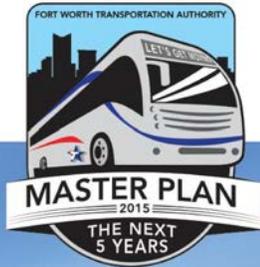




Annual ***Walk & Roll*** for the anniversary of ADA, held every year at the APTA Roadeo and Bus Conference. 2015, was held in downtown Fort Worth at the Water Gardens.



The T provided technical tours for the guests at APTA. This is the CNG fueling center at The T.



## T MASTER PLAN 2015



### TRANSIT MASTER PLAN VISION & GOALS

#### Enhance

- Make transit an attractive choice

#### Connect

- Connect people and places

#### Simplify

- Make transit easier to use and more convenient

#### Sustain

- Create a system that will be successful over the long term

## PROJECT BUS



We're bringing The T Master Plan to you! The T Master Plan Project Bus looks like a typical bus, but it's actually a workshop on wheels. The outside design of the bus is unique to this project with bold colors and The T Master Plan logo. Instead of seats inside, there are activities, maps, and plenty of ways to learn more about transit in Fort Worth.

You can help choose our transit future through a variety of activities, interactive online tools, and one-on-one conversations with T staff. What do you want transit to look like in our region? Where do you want to see more service? Tell us your big idea for transit!

The T Master Plan Project Bus has visited several community events in the last few months, including festivals and fairs across the Fort Worth region. Many people have taken our survey this year, and shared their vision for transit in our community!

### **5 Year Recommendations:**

#### GETTING STARTED: FACILITIES, ACCESS, AND INFORMATION

- Better passenger facilities
- Outlying transit centers to improve connections to non-downtown locations
- Park-and-ride lots at more convenient locations
- First mile/last mile access and connections
- Better information, especially real-time information
- New Brand to Improve Image

# PASSENGER Transport

THE SOURCE FOR PUBLIC TRANSPORTATION NEWS AND ANALYSIS

MONDAY, NOVEMBER 30, 2015 | VOLUME 73, NO. 24



The Fort Worth Transportation Authority decorated one of its Molly the Trolley vehicles, to participate in the city's Parade of Lights, which kicked off the holiday season on November 22. The scrolling head sign read "Have a Trolley Molley Christmas".

## The Past & Future



The City of Fort Worth took over the Fort Worth Transit Company in 1972. They contracted with McDonald Transit to manage and operate Citran, the new name, so the current employees could still be part of the union. The first bus purchase was the 1973 Flxibles, as shown below.





During the early eighties, The T ordered new buses. The paint scheme was done to match the newly purchased vehicles. This color scheme gave us a more updated and modern look. (The picture below.)





The Flxibles were retired in 1989 and one vehicle #151 was kept in hopes of rehabbing it someday. That day came, and in early 2014, it was loaded on a flatbed and taken to be sandblasted. The restoration of #151 was completed April 15, 2015. The first outing was in May at the APTA Rodeo. #151 stopped at the host hotel and transported the judges to the rodeo and back again. The bus was also on display downtown with the rest of our vehicles during the convention.





Ron Anderson, AVP of Maintenance, pictured above, was here when the 1973 Flxible was in service, as well as the new Gilligs. He has been with The T for 31 years.



# Thank You

**A to Z Sandblasting** – Sandblast Bus & Engine compartment

**Cowtown Charters** – Bus parts

**Complete Coach Works** – Bus parts

**AL's Associates Inc** - Custom Plating

**Paul Schmidt City of Fort Worth**

**Bill's Upholstery Shop** - Upholstery work

**Vim Villapana** - Fare box



**We couldn't have done it, without you!**

**Donors for the restoration of Citran Bus # 151.**

“I would like to sincerely thank all maintenance departments’ personnel for their efforts and dedication to making this happen. Numerous outside vendors also provided support in this endeavor. This bus draws a lot of attention anytime it’s on display. *#151 reflects the past.* Our newer fleets as (shown below) represents the future, in that technology today is far superior”.

Ron Anderson, AVP of Maintenance

**NEW FACE OF THE T**



**40' Gillig CNG, Low Floor Buses**



**Glaval Low Floor, CNG MITS Vans**



**30' Low Floor CNG Trolleys**



## The T's TEX Rail Project-Vision in Action

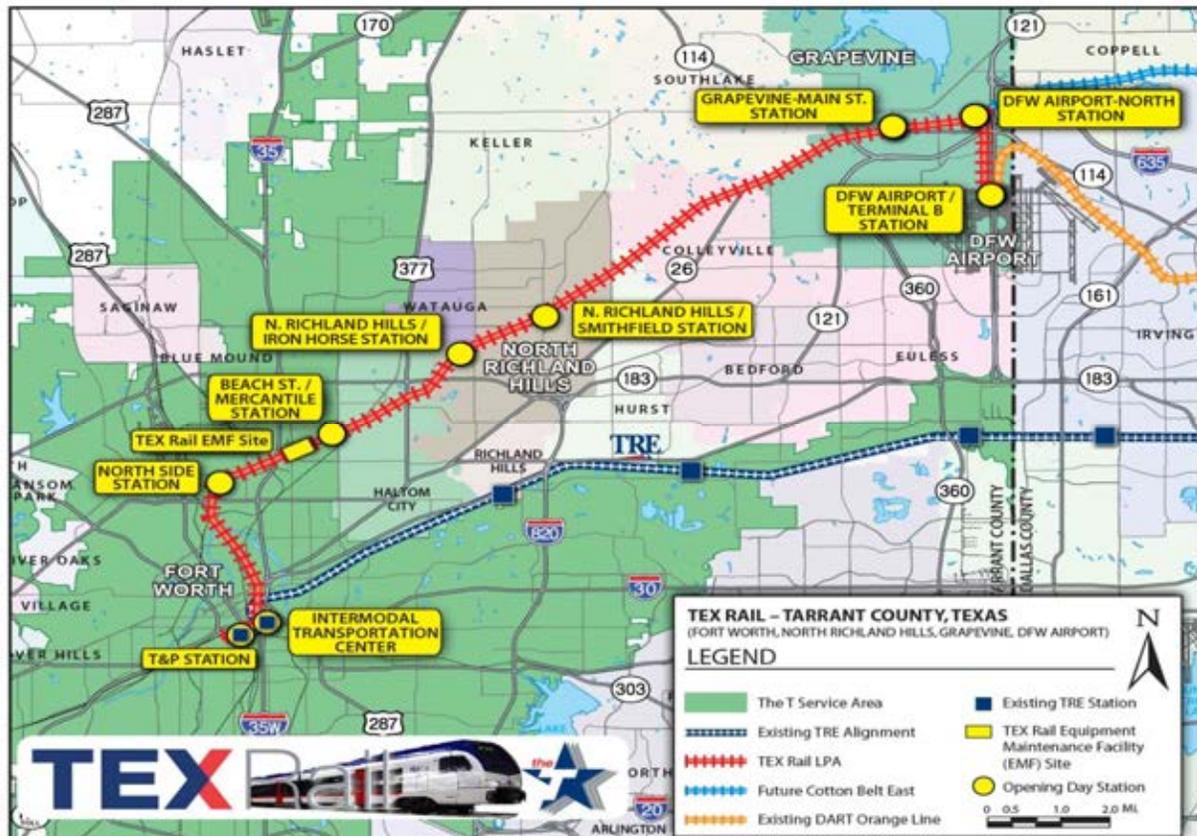
### **TEX Rail Plans Underway!**



At The T's April 2015 Board meeting, The T board approved an agreement with Stadler for a contract, contingent upon TEX Rail's authorization to enter into the engineering phase, that immediately precedes the start of construction. FTA gave that approval on June 2 that now allows The T to finalize a rail manufacturing contract.

The T and Stadler signed a contract on June 9, 2015 for eight (8) Diesel Multiple Units (DMU) rail vehicles for TEX Rail. The T began the procurement process for the DMU vehicles in 2014 due to the three year lead time for developing specifications, production, delivery and operations training for staff.

## TEX Rail Corridor Map



## TEX Rail Facts at a Glance

Construction expected to begin in early 2016; Begin routine operation in late 2018. The opening commuter rail line, or initial service section, will extend from downtown Fort Worth, across northeast Tarrant County and Grapevine, and into DFW International Airport's Terminal B:

- 27.2-mile regional rail corridor
- 9 Stations at opening
- Diesel (DMU) Multiple Units
- Quieter than Locomotive Hauled Coach technology
- More fuel efficient
- No locomotive, operator sits at end of passenger car
- Positive Train Control
- This 27-mile regional rail corridor is projected to have more than 9,094 daily riders at the initial start of service using eight rail stations.
- By 2035, there will be 9 stations and approximately 13,698 daily riders.
- The T is targeting 2018 for the opening, when TEX Rail will begin revenue operations.

## **Anticipated Milestones**

- ❖ Q4 2015 Complete Final Design
- ❖ Q2 2016 Full Funding Grant Agreement (FFGA)
- ❖ Q2 2016 to Q4 2018 Construction/Testing
- ❖ Q4 2018 Revenue Operations Begin

## **Keep on Track . . .**

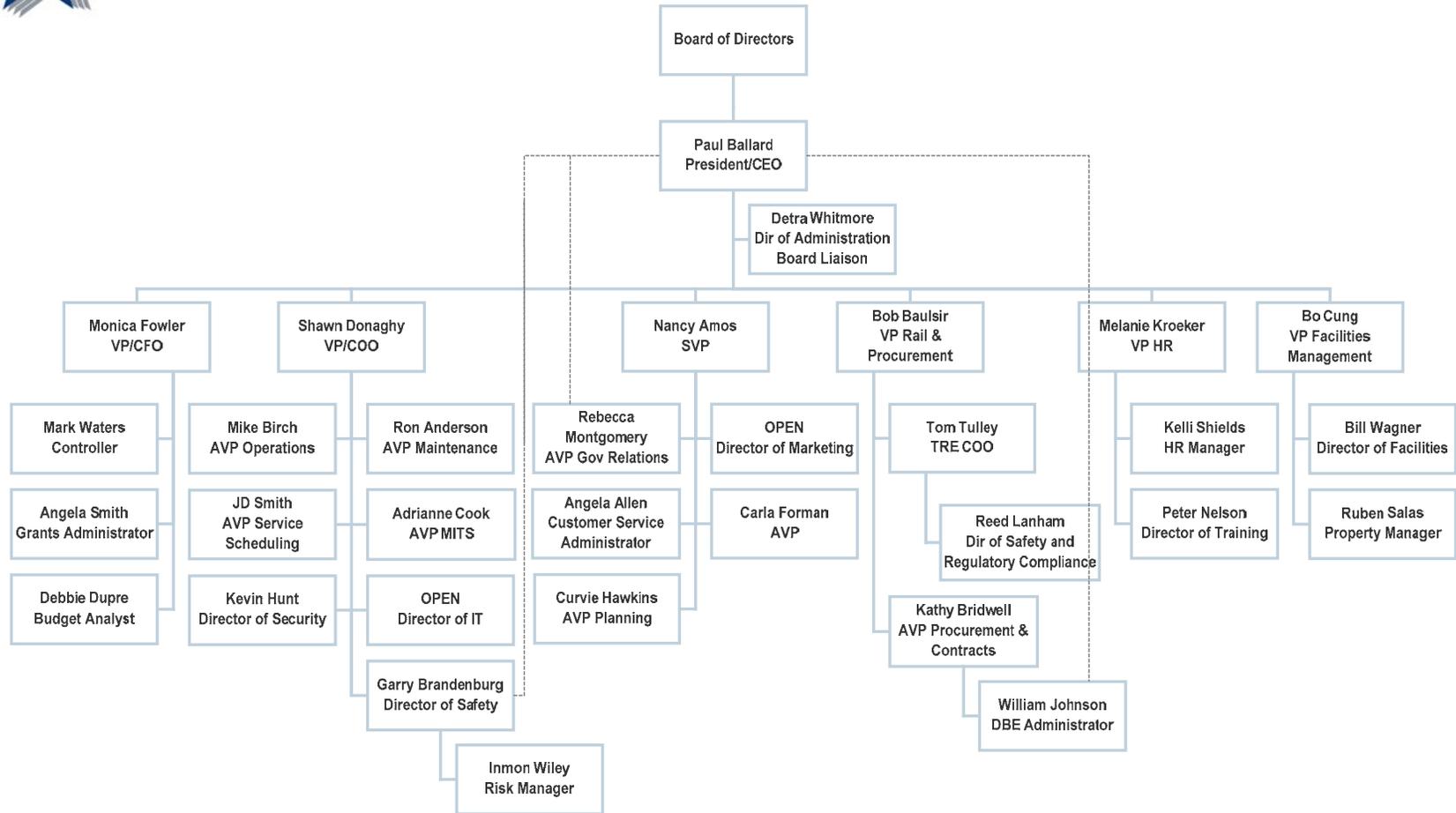
Website: [www.TEXRail.com](http://www.TEXRail.com) | E-mail: [info@TEXRail.com](mailto:info@TEXRail.com) | Telephone hotline: 817-215-8785

# **LOOKING AHEAD TO 2016**

## **Major Projects for 2016**

- The Transit master Plan
- New Vehicles
- New Safety Plan
- TEX Rail Milestones
- New Plans for a TOD partnership with the Fort Worth Housing Authority for a mixed use development.

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# Departmental Summary

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

## Department Summary of Purpose and Goals

Administrative staff provides leadership and direction to ensure that The T meets its mission, goals and objectives. Two key areas of focus are to provide direction and coordination on the Authority's various initiatives to ensure quality standards for the organization and to identify initiatives for ongoing improvement to customer service, and provide public outreach to external stakeholders. Additionally, the administrative staff ensures sound ethics and fiscal management for the agency consistent with federal, state and local laws and sound public practices.

### Department Goals

	<i>FY15</i>	<i>FY16</i>
Completion of Transit Master Plan	On-going	12/31/15
Demonstrate the Value of Public Transportation in a Dynamic Community	On-going	On-going
This Department Serves as a Liaison with the Board of Directors with Policies Affecting the Authority	On-going	On-going
Advancement of TEX Rail	On-going	On-going
Coordinates Monthly Board Meetings, Committee Meetings and Periodic Meetings with Strategic Issues	On-going	On-going
Improve the Image of The T	On-going	On-going



## The T 2016 Business Plan Administration

Administrative staff provides leadership and direction to ensure that The T 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.

- Organizational Goal # 1**    **Increase system wide ridership:**
- **Increase annual system wide ridership by 5%**
  - **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**

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

Measurement:    Completion of the Transit Master Plan

Responsible:    Administration Department

Coordinating Department:    Marketing, Planning, and Governmental Relations

**Departmental Project:**    **Demonstrate the Value of Public Transportation in a Dynamic Community**

Measurement:    Implementation of the Easy Ride Program and the Transit Master Plan

Responsible:    Administration Department, Governmental Relations

Coordinating Department:    Marketing, Planning, and Governmental Relations

- Organizational Goal # 3:**    **Implement Strategic Technology:**
- **Interactive Voice Response (IVR) for Customer Service**
  - **Real-time TRE Passenger Information System**

**Departmental Project:**    **Provide direction and support for all projects**

Measurement:    Projects completed on-time

Responsible:    Administration

Coordinating Department:    All Departments

- Organizational Goal # 4: Advance the TEX Rail Project:**
- Complete the TEX Rail Design - December 31, 2015
  - Begin TEX Rail Construction – 3<sup>rd</sup> qtr. FY16
  - Secure TEX Rail Interim Financing – 1<sup>st</sup> qtr. FY16
  - Obtain Full Funding Grant Agreement – 2<sup>nd</sup> qtr. FY16

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

Measurement: Meet the milestones for Design, Construction, Interim Financing and obtain the Full Funding Grant Agreement

Responsible: Administration

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

- Organizational Goal # 5: Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**
- Use The T Wellness Program to improve employee health
  - Implement a professional development training program for all corporate office employees
  - Implement supervisory training for Operations and Maintenance
  - Update the Corporate Safety Plan

**Departmental Project: Continue to improve organizational practices and develop staff**

Measurement: Identify training opportunities to enhance job performance

Responsible: Administration Department

Coordinating Department: Human Resources

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

Measurement: Administrative staff participation

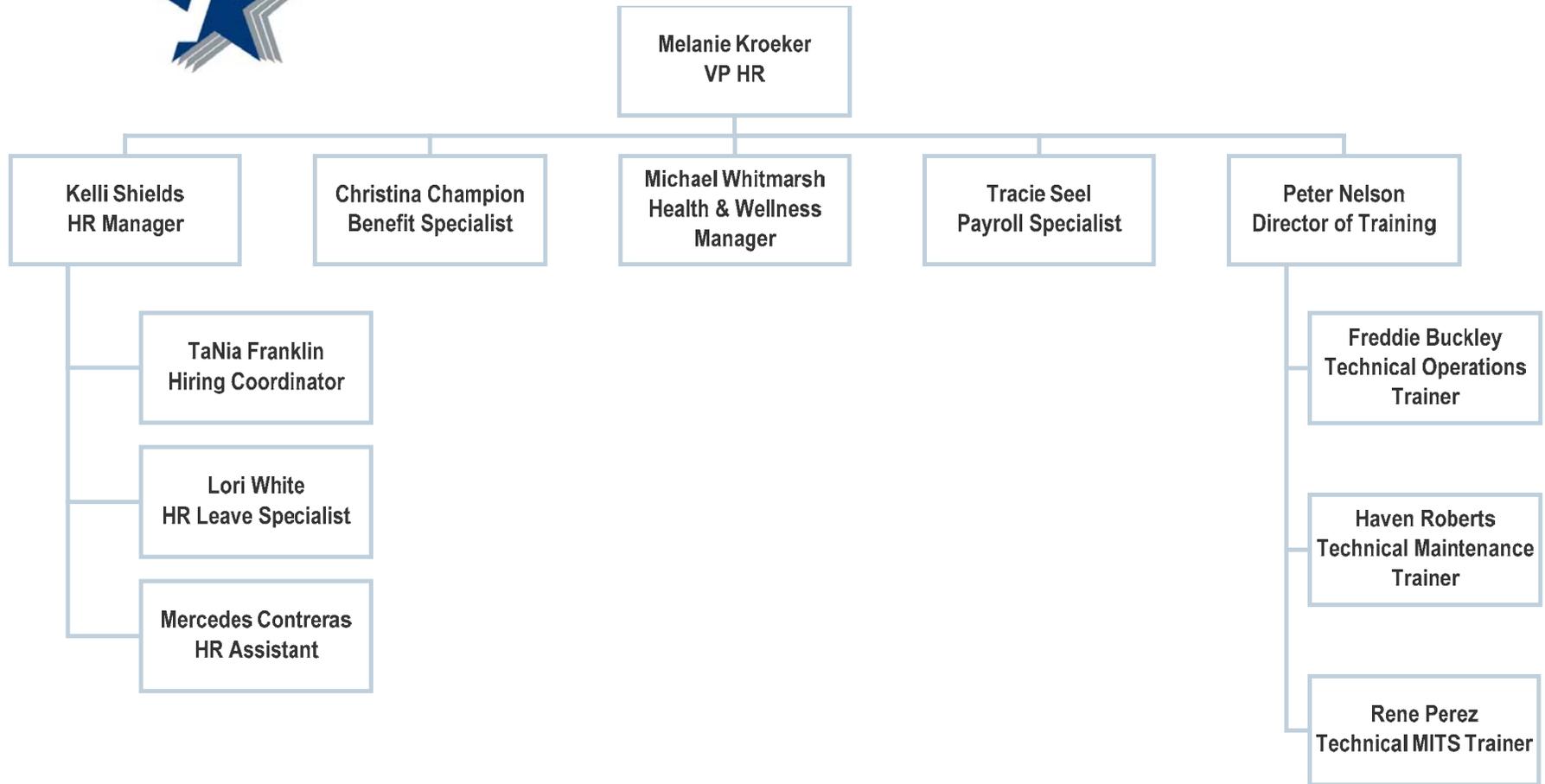
Responsible: Administration Department

Coordinating Department: Human Resources

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## HUMAN RESOURCES



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# Departmental Summary

**Department**      Human Resources      **Department Number**      0140

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## Department Summary of Purpose and Goals

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

## Department Goals

	<i>FY15</i>	<i>FY16</i>
Administer the Drug Alcohol Program in accordance with the FTA guidelines and to submit the FTA-MIS drug and alcohol report by the deadline.	Submitted Compliance 3/2015	Meet Compliance by 3/2016
Complete all OSHA injury/illness reporting and record all lost days by the deadline and post by guidelines.	Posted by 02/1/15	Meet Compliance by 2/1/16
Compile and review EPA –Employee Performance Appraisals Midears and Annuals by deadline.	All Midears and Annual Evaluations complete for FY15	All Midears and Annual Evaluations complete for FY16
Increase involvement in the company’s wellness program and bio screening of employees with the updated program. Goal is to have 400 employees screened from 360 screened last year.	Health Screenings Oct 2015	Health Screenings Oct 2016

8 hours of training for operators, 75 hours of training and development for existing supervisors, 80 hours of training and development for new supervisors, and 16 hours of professional development for all corporate office employees.	N/A	By end of 2016
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## The T 2016 Business Plan Human Resources

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

**Organizational Goal # 5: Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**

- **Use The T Wellness Program to improve employee health**
- **Implement a professional development training program for all corporate office employees**
- **Implement supervisory training for Operations and Maintenance**
- **Update the Corporate Safety Plan**

**Departmental Project:** The project is intended to promote a people development culture at the T. By expanding the training provided to leaders and employees throughout the organization, we will better prepare people for the existing role and encourage them to grow and develop towards expanding leadership roles in the organization.

**Measurements:**

75 hours of training and development for existing supervisors in 2016

80 hours of training and development for new supervisors in 2016

16 hours of professional development for all corporate office employees in 2016

4 participants complete a six-month trial on the company mentoring program, potential to be expanded in the second half of 2016

8 hours of refresher/recurrent training for all coach and MITS operators in 2016 in the areas of safety, customer service, and operations

Responsible: Training Department is responsible for the expanded supervisor training, professional development offerings, and company mentoring program.

Coordinating Department: Operations (Supervisor Training and Recurrent/Refresher Training) and Senior Staff (Mentoring and Professional Development)

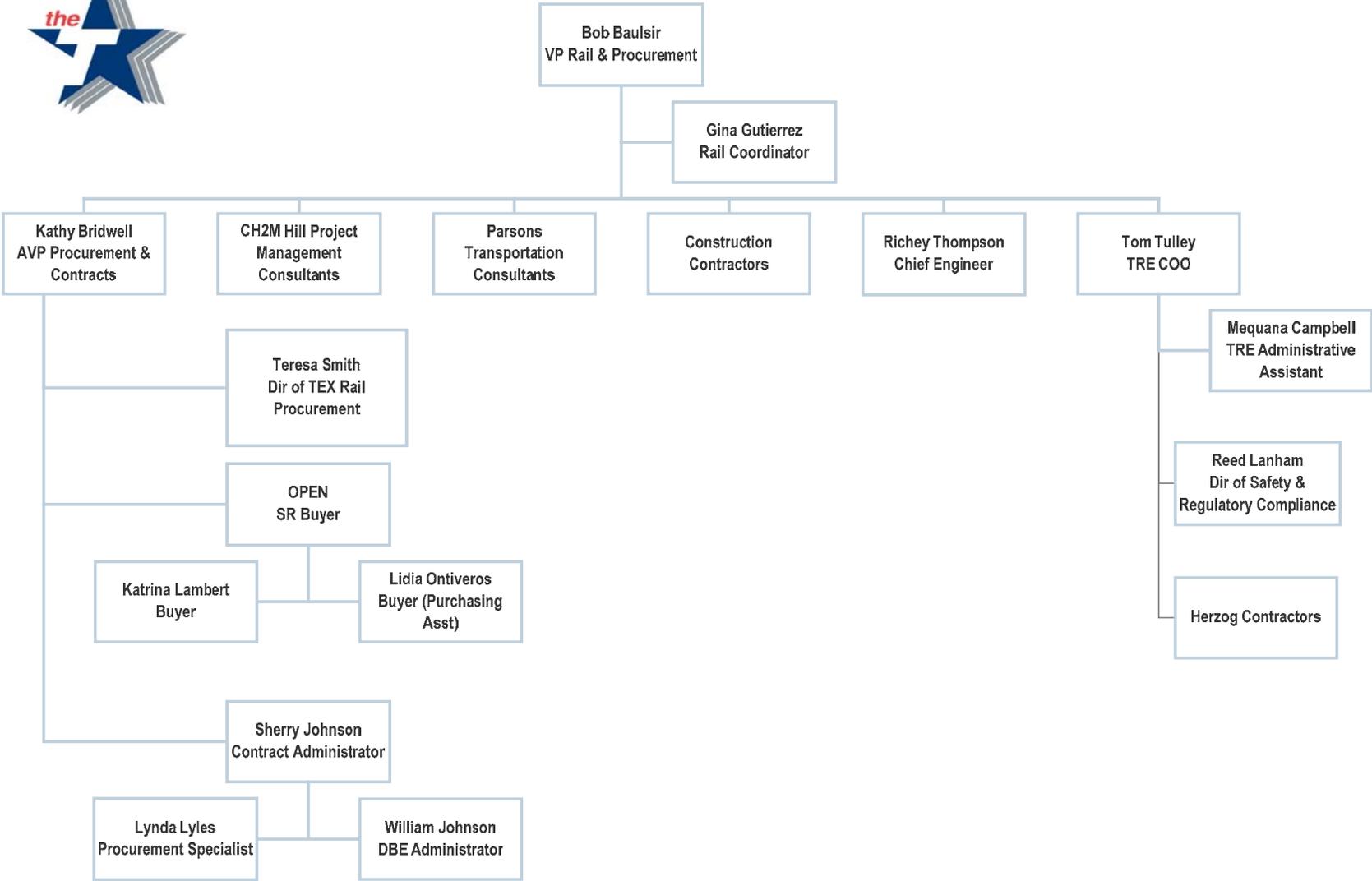
**Departmental Project:** **The project is intended to increase overall health of Employees, and to increase participation of total workforce in our health screenings, health risk assessments, and wellness program from 360-400 employees screened. HR will utilize all benefit meetings, including our open enrollment in October 2015, and during our week of health screenings during October 2015, to educate our workforce about the wellness incentive program and the correlation to our healthcare costs. In addition provide targeted training for employees on wellness.**

Measurement: Have 400 employees complete their bio screen and health risk assessment in October 2015 and provide monthly wellness workshops to provide training on the health, financial and overall wellness.

Responsible: Human Resources and the company's wellness vendor

Coordinating Department: All employees and departments.

# RAIL/PROCUREMENT



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## Departmental Summary

Department TEX Rail Department Number 4100

### Department Summary of Purpose and Goals

Manage the oversight and direction for the TEX Rail project for construction services

#### Department Goals

	<i><b>FY15 YTD 09/30/15</b></i>	<i><b>FY16 Budget</b></i>
Finalize TEX Rail Construction Contracts (EMF, Track)	On-going	On-going
Manage Project Deliverables for DMU Vehicle Purchase	On-going	On-going
Manage Project Deliverables On Schedule and Within Budget for Contracts and Contractors	On-going	On-going



## The T 2016 Business Plan TEX Rail

*Manage the oversight and direction for the TEX Rail  
Project for construction services*

- Organizational Goal # 1**    **Increase system wide ridership:**
- **Increase annual system wide ridership by 5%**
  - **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**

**Departmental Project:**    **Adhere to Requirements for Positive Train Control**

Measurement:    Establish Positive Train Control adherence for Requirements

Responsible:    Operations, Engineering, TRE, TEX Rail

Coordinating Department:    TEX Rail

- Organizational Goal # 4:**    **Advance the TEX Rail Project:**
- **Complete the TEX Rail Design - December 31, 2015**
  - **Begin TEX Rail Construction – 3<sup>rd</sup> qtr. FY16**
  - **Secure TEX Rail Construction debt – 1<sup>st</sup> qtr. FY16**
  - **Obtain Full Funding Grant Agreement – 2<sup>nd</sup> qtr. FY16**

**Departmental Project:**    **Manage deliverables for established contracts for TEX Rail and finalize contracts for construction of projects for track and equipment maintenance facility. Manage and support requirements and deliverables for schedules and project oversight.**

Measurement:    Develop solicitations and contracts for construction. Respond to and provide support for compliance requirements.

Responsible:    TEX Rail Committee, CFO, and Procurement

Coordinating Department:    TEX Rail Committee

# Departmental Summary

**Department** Contract Administration and Procurement **Department Number** 0135

## Department Summary of Purpose and Goals

Provide added-value contract and procurement services through diverse service providers, meeting compliance oversight with quality driven cost-effective approaches to meet and exceed our customers' expectations.

### Department Goals

	<i>FY15 YTD 09/30/15</i>	<i>FY16 Budget</i>
Solicitations and Contract for Fare Collection System	N/A	
Solicitations and Contract for ERP System	N/A	
Finalize TEX Rail Construction Contracts (EMF, Track)	N/A	
Support Operations for Vehicle Purchases/Maintenance	On-going	On-going
Support Services to Increase and Improve Efficiencies of the Organization	On-going	On-going
Achieve The T's DBE Goal	25%	25%
Achieve the TEX Rail D/M/WBE Goal	30%	30/5



## The T 2016 Business Plan Contract Administration and Procurement

*Provide added-value contract and procurement services through diverse service providers, meeting compliance oversight with quality driven cost-effective approaches to meet and exceed our customers' expectations.*

- Organizational Goal # 1**    **Increase system wide ridership:**
- **Increase annual system wide ridership by 5%**
  - **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**
- Departmental Project:**    **Solicitation and Contract for Passenger Information Materials Design and Printing**
- Measurement:    Provide timely procurement support to solicit and contract with suppliers for design and printing of Passenger Information Materials
- Responsible:    Marketing, Planning, Operations and Procurement
- Coordinating Department:    Marketing
- Organizational Goal # 2:**    **Improve Operational Efficiency:**
- **Increase annual fare box recovery ratio to 17%**
  - **Increase annual ridership per hour by 5%**
- Departmental Project:**    **Solicitation and Contract for New Fare Collection System**
- Measurement:    Manage Solicitation Process to Contract for a Fare Collection System
- Responsible:    Operations, Finance, Accounting, IT, Procurement
- Coordinating Department:    All Departments
- Organizational Goal # 3:**    **Implement Strategic Technology:**
- **Interactive Voice Response (IVR) for Customer Service**
  - **Real-time TRE Passenger Information System**
- Departmental Project:**    **Establish Contract for Procurement of IVR Technology for Trapeze**

Measurement: Establish approved contract for procurement of modules to support the functionality for IVR technology within the current system.

Responsible: Operations, IT, Procurement

Coordinating Department: All Departments

**Departmental Project: Establish Contract for Procurement of ERP System Functionality**

Measurement: Establish approved contract for procurement to support the implementation of a new ERP System for the organization

Responsible: CFO, Finance, Human Resources, Operations, IT, Procurement

Coordinating Department: IT

**Organizational Goal # 4: Advance the TEX Rail Project:**

- Complete the TEX Rail Design - December 31, 2015
- Begin TEX Rail Construction – 3<sup>rd</sup> qtr. FY16
- Secure TEX Rail Construction debt – 1<sup>st</sup> qtr. FY16
- Obtain Full Funding Grant Agreement – 2<sup>nd</sup> qtr. FY16

**Departmental Project: Manage solicitations and contracts for TEX Rail construction of track and maintenance facility. Manage compliance requirements to ensure grant funding availability and DBE participation.**

Measurement: Develop solicitations and contracts for construction. Follow and adhere to Federal Procurement regulations for compliance.

Responsible: TEX Rail Committee, CFO, and Procurement

Coordinating Department: TEX Rail Committee

**Departmental Project: Achieve the TEX Rail D/M/WBE goal of 30% through effective reporting and monitoring.**

Measurement: Produce monthly reports and conduct periodic site visits

Responsible: DBE Administrator

Coordinating Department: Procurement, Contract Administration and TEX Rail Team

**Organizational Goal # 6: Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**

- Use The T Wellness Program to improve employee health
- Implement a professional development training program for all corporate office employees
- Implement supervisory training for Operations and Maintenance
- Update the Corporate Safety Plan

**Departmental Project: Establish and manage contracts for health and wellness benefits**

Measurement: Manage contracts and solicitations for programs

Responsible: Human Resources, Finance, and Procurement

Coordinating Department: Human Resources

## Departmental Summary

**Department**

Trinity Railway Express

**Department Number**

0301

### Department Summary of Purpose and Goals

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

#### Department Goals

	<i>FY15</i>	<i>FY16</i>
Subsidy per Passenger Trip	\$4.16	\$3.80
Passenger Trips per Hour	122	137
Passenger Trips per Mile	5.12	5.8
On-time Performance	98.7%	99%
TRE Recovery Ratio	20.3%	23%



## The T 2016 Business Plan Trinity Railway Express

*To enable the safe and efficient movement of people and service by fostering a robust multimodal transportation system for both the TRE and the TEX- Rail commuter rail systems.*

- Organizational Goal # 1**    **Increase system wide ridership:**
- **Increase annual system wide ridership by 5%**
  - **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**

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

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

**Responsible:**    Tom Tulley, Reed Lanham and Mequana Campbell

**Coordinating Department:**    HTSI, DART, and the T

**Departmental Project:**    **Monitor service performance to increase ridership**

**Measurement:**    Review daily ridership load percentages to ensure consist sizes matches ridership demands.

**Responsible:**    Tom Tulley, Reed Lanham and Mequana Campbell

**Coordinating Department:**    HTSI

- Organizational Goal # 2:**    **Improve Operational Efficiency:**
- **Increase annual fare box recovery ratio to 17%**
  - **Increase annual ridership per hour by 5%**

**Departmental Project:**    **Monitor service performance**

**Measurement:**    Review daily ridership load percentages to ensure consist sizes matches ridership demands. This includes monitoring the Passenger Counting system on each Car by the end of December 31, 2016

Review the productivity of the TRE's schedules for low ridership services.

Audit the HTSI/ Monitoring system.

Support both, DART and DCTA's A Train developments and explore cost savings by sharing management staff. This reflects the TRE Inter-local agreement. to account for expanded HTSI contract duties in Denton County.

Monitor special service demand.

Responsible: Tom Tulley, Reed Lanham and Mequana Campbell

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

**Organizational Goal # 3: Implement Strategic Technology:**

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

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

Measurement: Coordinate with DART's IT department to continue to enhance the onboard Wi-Fi system.

Coordinate with DART's and the T's IT department to monitor the passenger information and automated passenger counter systems that is installed on the trains and along the TRE corridor.

Coordinate with each agency (DART, DCTA, and the T) in the metropolitan area regarding allocating cost pertaining to the Rail Safety Improvement Act when implementing the Positive Train Control for both of the TRE and TEX Rail fleets.

Responsible: Tom Tulley, Reed Lanham and Mequana Campbell

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

**Departmental Project: Develop at Security plan and Communication plan to improve the Security at the EMF-Irving Yard Facility**

Measurement: Work with both agencies (DART and the T) procurement departments, grant departments, and security departments to obtain funding for a functional security system at the

EMF-Irving Yard Facility. This includes installing cameras on the EMF-Irving Yard Facility property.

Responsible: Tom Tulley, Reed Lanham and Mequana Campbell

Coordinating Department: DART

**Organizational Goal # 4: Advance the TEX Rail Project:**

- Complete the TEX Rail Design - December 31, 2015
- Begin TEX Rail Construction – 3<sup>rd</sup> qtr. FY16
- Secure TEX Rail Construction debt – 1<sup>st</sup> qtr. FY16
- Obtain Full Funding Grant Agreement – 2<sup>nd</sup> qtr. FY16

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

Measurement: Provide T project with the necessary operating information to advance service on the TEX-Rail project to advance the service productions.

This includes involvement of the following; TEX Rail risk assessment, advisory of the expansion of the TRE, TEX Rail Facility analysis, TEX-Rail Site Mods, and TEX Rail Commuter Rail O&M Costs.

Complete the TEX Rail Design by December 31, 2015

Inventory and separate RDC parts

Responsible: Tom Tulley, Julia Casarez, Mequana Campbell and Reed Lanham

Coordinating Department: Consultants

**Organizational Goal # 5: Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**

- Use The T Wellness Program to improve employee health
- Implement a professional development training program for all corporate office employees
- Implement supervisory training for Operations and Maintenance
- Update the Corporate Safety Plan

**Departmental Project: Target Program and Incentives Program awareness**

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

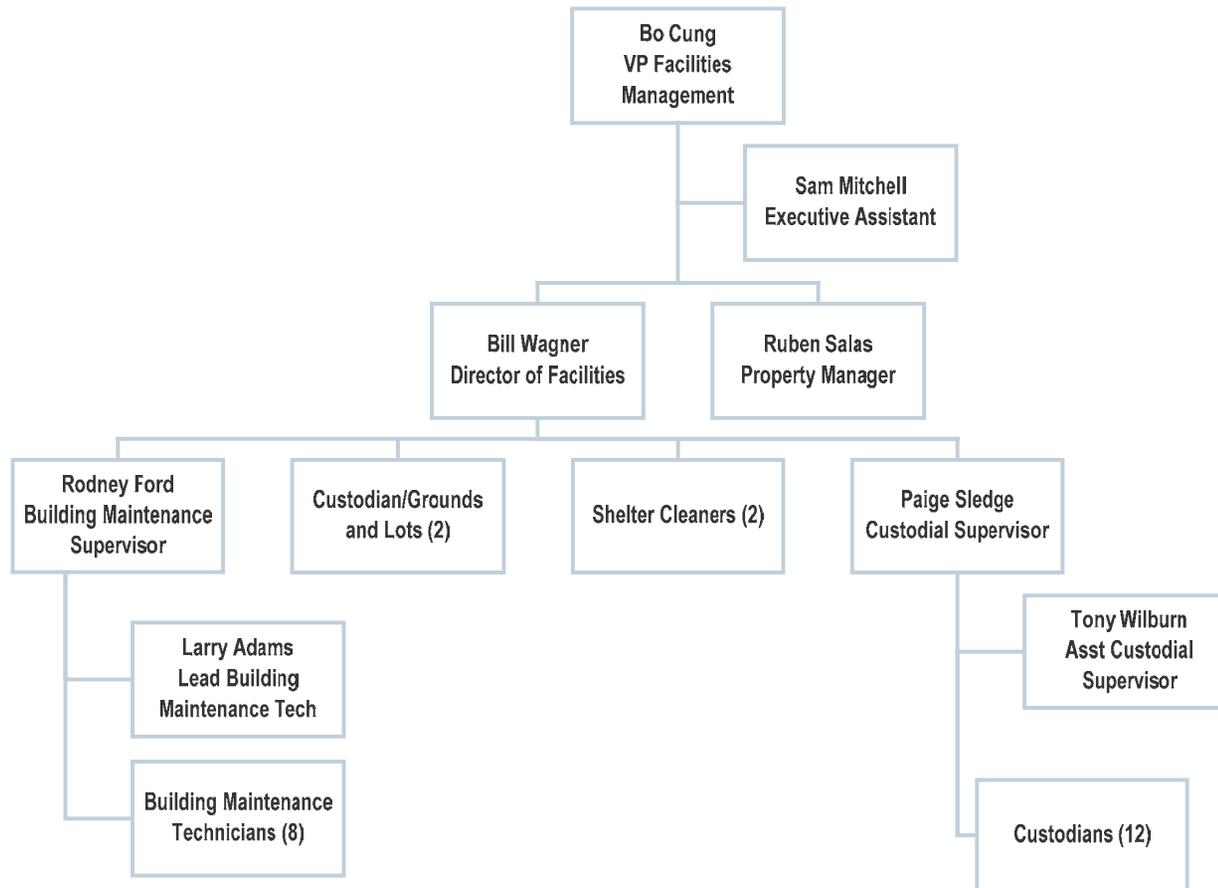
Responsible: Tom Tulley, Reed Lanham and Mequana Campbell

Coordinating Department: HR

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## FACILITIES MANAGEMENT



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## Departmental Summary

Department

Facilities Management

Department Number

0117,  
0310

### Department Summary of Purpose and Goals

Manage the design, construction, and maintenance of The T's non-TEX Rail facilities including Trinity Railway Express stations, track, and bridges in Tarrant County; bus park and ride lots, bus transfer centers, bus maintenance facilities, and the administration building.

Facilities Management Department is also responsible for the rental of The T's public facilities including the T&P Main Waiting Area and the Intermodal Transportation Center Community Room.

The Department also provides technical support to other departments.

### Department Goals

	<i>FY15</i>	<i>FY16</i>
Complete the environmental study for the TRE Trinity River Bridge Double Tracking Project and begin final design	On-going	\$3.5 M
Complete the environmental study for double tracking TRE in Tarrant County	On-going	\$1.5 M
Complete final design for the realignment of TRE Calloway-Cemetery Road grade crossing and begin construction	On-going	\$0.75 M
Procure a contractor to replace the existing bus wash facility	N/A	\$0.8M
Procure a contractor to upgrade the compressed natural gas station by replacing the two oldest compressor units	N/A	\$2.5 M
Relocate the administration office to Downtown Fort Worth	N/A	\$0.55M



## The T 2016 Business Plan Facilities Management

*Manage the design, construction, and maintenance of The T's non-TEX Rail facilities*

- Organizational Goal # 1**    **Increase system wide ridership:**
- **Increase annual system wide ridership by 5%**
  - **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**
- Departmental Project:**    **Various TRE and T Facility Projects**
- Measurement:    Complete the environmental study for the TRE Trinity River Bridge Double Tracking Project and begin final design (March 2016)
- Complete the environmental study for double tracking TRE in Tarrant County (September 2016)
- Responsible:    Facilities Management
- Coordinating Department:    TRE, Planning, Marketing, Operations, and Procurement
- Departmental Project:**    **Replace Bus Wash Facility and Upgrade CNG Filling Station**
- Measurement:    Replace bus wash facility and replace the two oldest CNG compressors (September 2016),
- Responsible:    Facilities Management
- Coordinating Department:    TRE, Planning, Marketing, Operations, and Procurement
- Organizational Goal # 3:**    **Implement Strategic Technology:**
- **Interactive Voice Response (IVR) for Customer Service**
  - **Real-time TRE Passenger Information System**
- Departmental Project:**    **Provide technical support as needed**
- Measurement:    N/A
- Responsible:    Facilities Management

Coordinating Department: Operations

Coordinating Department: N/A

**Organizational Goal #4: Advance the TEX Rail Project:**

- Complete the TEX Rail Design - December 31, 2015
- Begin TEX Rail Construction - 3<sup>rd</sup> qtr. FY16
- Secure TEX Rail Interim Financing - 1<sup>st</sup> qtr. FY16
- Obtain Full Funding Grant Agreement - 2<sup>nd</sup> qtr. FY16

**Departmental Project: North Richland Hills Station Final Design**

Measurement: Complete the design of the two TEX Rail stations in North Richland Hills

Responsible: Facilities Management

Coordinating Department: TEX Rail, Planning, Operations, and Procurement

**Organizational Goal # 5: Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**

- Use The T Wellness Program to improve employee health
- Implement a professional development training program for all corporate office employees
- Implement supervisory training for Operations and Maintenance
- Update the Corporate Safety Plan

**Departmental Project: Provide technical support as needed**

Measurement: N/A

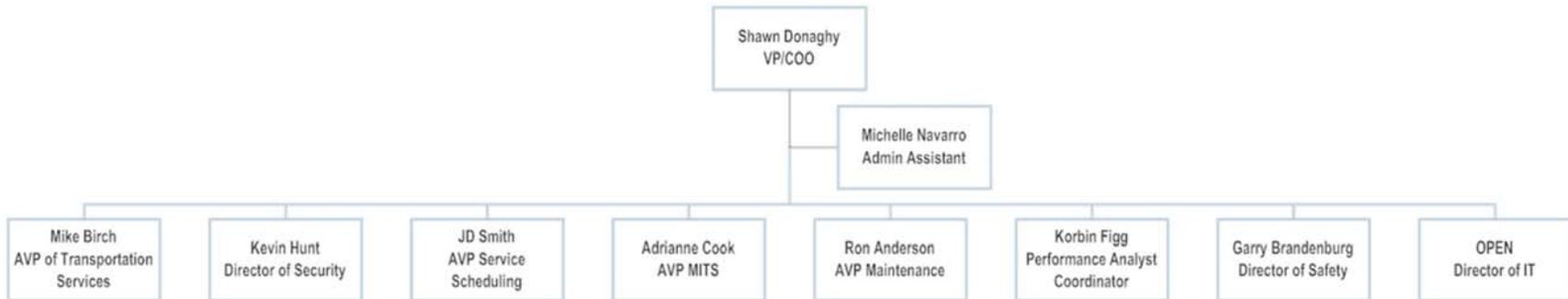
Responsible: Facilities Management

Coordinating Department: All

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## OPERATIONS



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# Departmental Summary

**Department**      **Fixed Route Operations**      **Department Number**      **1100,1200**

## Department Summary of Purpose and Goals

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 Ft. Worth and Tarrant County.

### Department Goals

	<i>FY15</i>	<i>FY16</i>
Passenger per revenue hour	21.54	22
Passenger per revenue mile	1.75	2
Passenger Trips	7,300,000	7,600,000
Accidents Per 100,000 miles	1.73	1.5
On-Time Performance	93	93
Operations Overtime as a percentage of total hours per payroll	8.5	6.5
Customer Comments per 100,000 passenger trips	6.5	5.0



## The T 2016 Business Plan Fixed Route Operations

*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 Ft. Worth and Tarrant County.*

- Organizational Goal # 1**    **Increase system wide ridership:**
- **Increase annual system wide ridership by 5%**
  - **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**

**Departmental Project:**    **Decrease Lost Service Time**

Measurement:    Implement lost service tracking and measuring

Responsible:    Operations

Coordinating Department:    N/A

**Departmental Project:**    **Decrease Customer Comments**

Measurement:    Revamp customer comment process to provide faster, clearer responses to passenger who experience service issues.

Responsible:    Operations

Coordinating Department:    N/A

- Organizational Goal # 2:**    **Improve Operational Efficiency:**
- **Increase annual fare box recovery ratio to 17%**
  - **Increase annual ridership per hour by 5%**

**Departmental Project:**    **Eliminating “open mic” radio system**

Measurement:    Change radio system to a “closed” system allowing for better on road communications and fleet coordination.

Responsible:    Operations

Coordinating Department:    IT, MITS

- Organizational Goal # 3: Implement Strategic Technology:**
- **Interactive Voice Response (IVR) for Customer Service**
  - **Real-time TRE Passenger Information System**

**Departmental Project: Investigate Computer Aided Dispatch/Automatic Vehicle Location system (CAD/AVL)**

Measurement: CAD/AVL allows for individual bus, operator, and route performance tracking.

Responsible: Operations

Coordinating Department: IT

- Organizational Goal # 5: Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**

- **Use The T Wellness Program to improve employee health**
- **Implement a professional development training program for all corporate office employees**
- **Implement supervisory training for Operations and Maintenance**
- **Update the Corporate Safety Plan**

**Departmental Project: Supervisory Training**

Measurement: Continue to provide resources and support training functions.

Responsible: Operations

Coordinating Department: N/A





## The T 2016 Business Plan MITS

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

- Organizational Goal # 1**    **Increase system wide ridership:**
- **Increase annual system wide ridership by 5%**
  - **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**
- Departmental Project:**    **Promote travel training program to increase Transit Ambassador new client training by 5%**
- Measurement:    Achieve a 5% increase in the new clients trained over FY15
- Responsible:    Adrienne Cook, Mark Shoop, and Transit Ambassadors
- Coordinating Department:    Marketing and All Operations
- Organizational Goal # 2:**    **Improve Operational Efficiency:**
- **Increase annual fare box recovery ratio to 17%**
  - **Increase annual ridership per hour by 5%**
- Departmental Project:**    **Ensure fare collection for each ride taken on MITS**
- Measurement:    Monthly audits of trips taken vs. fares collected
- Responsible:    Adrienne Cook and MITS Operations Team
- Coordinating Department:    Accounting
- Organizational Goal # 3:**    **Implement Strategic Technology:**
- **Interactive Voice Response (IVR) for Customer Service**
  - **Real-time TRE Passenger Information System**
- Departmental Project:**    **Promote and educate MITS staff and customers on the use of technology as an option for managing paratransit trips online.**
- Measurement:    Register 10% of active MITS customers for online booking and track usage monthly.

Responsible: Adrienne Cook and MITS Operations Team

Coordinating Department: Customer Service, IT, and Marketing

**Organizational Goal # 5: Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**

- Use The T Wellness Program to improve employee health
- Implement a professional development training program for all corporate office employees
- Implement supervisory training for Operations and Maintenance
- Update the Corporate Safety Plan

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

Measurement: Increase and maintain participation in The T Wellness programs within the department to 80% of staff and operators.

Responsible: Entire MITS Team

Coordinating Department: HR/Wellness Manager

## Departmental Summary

Department Maintenance Department Number 103,170,203

### Department Summary of Purpose and Goals

To provide clean, safe, reliable vehicles in support of the operational needs of the T. To manage budgets in order get maximum value for the monies spent.

#### Department Goals

	<i>FY15</i>	<i>FY16</i>
Maintain Overall Bus Fleet Miles Between Road calls	7500	9000
Maintain Overall MITS Fleet Miles Between Road calls	7500	12,000
Reduce/Manage Inventory value by 20%	2.5M	2.0 M



## The T 2016 Business Plan Maintenance

*To maintain all vehicles and maintenance shop equipment in support of the Operational Mission of the T. Support all maintenance personnel by providing necessary training to improve managerial and technical capabilities.*

- Organizational Goal # 1    Increase system wide ridership:**
- **Increase annual system wide ridership by 5%**
  - **Complete the Transit Master Plan – 1<sup>st</sup> qtr. FY15**

**Departmental Project:    Replace MITS fleet**

Measurement:    Place remaining 5 MITS vehicles within 30 days of receipt

Responsible:    Van Shop

Coordinating Department:    Procurement

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

Measurement:    Place 23 Gillig vehicles in service within 30 days of receipt (scheduled to begin arriving in February, 2016)

Responsible:    Bus Shop

Coordinating Department:    Procurement

**Departmental Project:    Ensure completion of New Flyer replacement process**

Measurement:    36 remaining buses must be received and in service by January – March, 2017. Buses must begin arriving in October 2016 to accomplish this task.

Responsible:    Bus Shop

Coordinating Department:    Procurement, Finance

**Departmental Project:    Options for replacement of eight 2004 New Flyer Vehicles**

Measurement:    Replace in FY17

Responsible: Maintenance Administration

Coordinating Department: Procurement

**Departmental Project: Repaint fleet per Operational Strategic Priorities**

Measurement: Paint front caps of 1100 fleet; Re-paint Austin buses

Responsible: Body Shop

Coordinating Department: N/A

**Departmental Project: Reduce Inventory value**

Measurement: Reduce value to \$2.0M by end of FY16

Responsible: Maintenance Administration, Parts Room

Coordinating Department: N/A

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

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

Responsible: Maintenance Shops

Coordinating Department: NA

**Organizational Goal # 5: Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**

- Use the T Total Wellness Program to improve employee health
- Implement a professional development training program for all corporate office employees
- Implement supervisory training for Operations and Maintenance
- Update the Corporate Safety Plan

**Departmental Project: Ensure compliance with scheduled supervisory training**

Measurement: All supervisors must complete as scheduled

Responsible: HR Training

Coordinating Department: HR  
**Departmental Project:** **Ensure mechanics attend technical training sessions**  
Measurement: All mechanics must complete two training sessions  
Responsible: HR Maintenance Training  
Coordinating Department: HR

## Departmental Summary

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

### Department Summary of Purpose and Goals

Provide and support Information Technology/Services solutions.

#### Department Goals

	<i>FY15</i>	<i>FY16</i>
Complete conversion of existing servers to current server operating system software; Update desktop systems to the latest version; Upgrade mail server to the latest software version	50%	\$72K
Complete Disaster Recovery/Business Continuity plan	90%	-
Continue multi-year desktop replacement program (25% replacement)	75%	\$24K
Implement real-time arrival technology on the bus fleet	35%	\$1.9M
Replace the existing Enterprise Resource Planning System	10%	\$5.5M
Implement technology/signs at TRE stations to provide passengers real-time arrival information	80%	\$219K
Implement Interactive Voice Response (IVR) for Customer Service	0%	\$158K
Execute IT training classes	0%	-



## The T 2016 Business Plan Information Technology/Services

*Provide and support Information Technology/Services solutions.*

- Organizational Goal # 1    Increase system wide ridership:**
- **Increase annual system wide ridership by 5%**
  - **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**

**Departmental Project:    Improve IT support infrastructure**

Measurement:    Improvement in tools and infrastructure available to enhance all departments' ability to support the overall T mission: complete conversion of existing servers to current server operating system software; update desktop systems to the latest version; upgrade mail server to the latest software version; continue multi-year desktop replacement program.

Responsible:    Information Technology/Services

Coordinating Department:    All Departments

- Organizational Goal # 2:    Improve Operational Efficiency:**
- **Increase annual fare box recovery ratio to 17%**
  - **Increase annual ridership per hour by 5%**

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

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

Responsible:    Information Technology/Services

Coordinating Department:    Facilities Maintenance

**Departmental Project:    Replace the existing Enterprise Resource Planning System**

Measurement:    Replacement strategy identified, requirements documented, RFP issued, and contract for replacement awarded

Responsible:    Information Technology/Services

Coordinating Department:    All Departments

**Departmental Project: Improve IT support infrastructure**

Measurement: Improvement in tools and infrastructure available to enhance all departments' ability to support the overall T mission: complete conversion of existing servers to current server operating system software; update desktop systems to the latest version; upgrade mail server to the latest software version; continue multi-year desktop replacement program.

Responsible: Information Technology/Services

Coordinating Department: All Departments

- Organizational Goal # 3: Implement Strategic Technology:**
- **Interactive Voice Response (IVR) for Customer Service**
  - **Real-time TRE Passenger Information System**

**Departmental Project: Trapeze IVR Implementation**

Measurement: Successful implementation of the Trapeze interactive voice response module

Responsible: Information Technology/Services

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

**Departmental Project: TRE Passenger Information Sign (PIS) Upgrade**

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

Responsible: Information Technology/Services

Coordinating Department: Procurement, TRE, Maintenance, Facilities Maintenance

**Departmental Project: Real-Time Passenger Information for the Bus Fleet**

Measurement: Implementation of NextBus vehicle location, automatic voice annunciation, and automation passenger counters for all buses

Responsible: Information Technology/Services

Coordinating Department: Procurement, Planning, Maintenance, Facilities  
Maintenance

- Organizational Goal # 4: Advance the TEX Rail Project:**
- Complete the TEX Rail Design - December 31, 2015
  - Begin TEX Rail Construction – 3<sup>rd</sup> qtr. FY16
  - Secure TEX Rail Construction debt – 1<sup>st</sup> qtr. FY16
  - Obtain Full Funding Grant Agreement – 2<sup>nd</sup> qtr. FY16

**Departmental Project: Improve IT support infrastructure**

Measurement: Improvement in tools and infrastructure available to enhance all departments' ability to support the overall T mission: complete conversion of existing servers to current server operating system software; update desktop systems to the latest version; upgrade mail server to the latest software version; continue multi-year desktop replacement program.

Responsible: Information Technology/Services

Coordinating Department: All Departments

- Organizational Goal # 5: Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**
- Use the T Total Wellness Program to improve employee health
  - Implement a professional development training program for all corporate office employees
  - Implement supervisory training for Operations and Maintenance
  - Update the Corporate Safety Plan

**Departmental Project: Wellness Education**

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

Responsible: Information Technology/Services

Coordinating Department: HR

**Departmental Project:**      **Information Technology Education**

Measurement:                      Sponsor and/or teach training classes on use of software packages commonly in use at the company.

Responsible:                        Information Technology/Services

Coordinating Department:      HR

## Departmental Summary

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

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### Department Summary of Purpose and Goals

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

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#### Department Goals

	<i>FY15</i>	<i>FY16</i>
Overall reported incidents reduced by 10%, per 100,000 riders.	5.48	4.95
Reduce All passenger-type bus incidents by less than 10%, per 100,000 riders.	4.52	4.05



## The T 2016 Business Plan Security Department

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

- Organizational Goal # 1**      **Increase system wide ridership:**
- **Increase annual system wide ridership by 5%**
  - **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**
- Departmental Project:**      **Develop Transit Security Officer web-based scheduling system, for efficient TSO schedule sign-ups, and to increase system-wide police coverage by adding TSO's on bus routes.**
- Measurement:      Program developed and implemented by January 2016.
- Responsible:      Security Dept.
- Coordinating Department:      I.T.
- Organizational Goal # 2:**      **Improve Operational Efficiency:**
- **Increase annual fare box recovery ratio to 17%**
  - **Increase annual ridership per hour by 5%**
- Departmental Project:**      **Establish TRE fare monitoring/inspection system that creates one uniformed fare enforcement process by DART and the T.**
- Measurement:      Train/Certify contract security agency, in DART's fare enforcement process, to perform fare checks, and administering citations on TRE, by September 1, 2016.
- Responsible:      Security Dept.
- Coordinating Department:      Accounting, IT, DART
- Organizational Goal # 5:**      **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**
- **Use The T Wellness Program to improve employee health**
  - **Implement a professional development training program for all corporate office employees**

- **Implement supervisory training for Operations and Maintenance**
- **Update the Corporate Safety Plan**

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

**Measurement:** Complete contract security staff certifications by March 2016

**Responsible:** Security Dept.

**Coordinating Department:** HR (Wellness Coordinator)

## Departmental Summary

**Department**      Safety and Risk Management      **Department Number**      0145

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### Department Summary of Purpose and Goals

To effectively manage our exposure to risk through leadership and marketing of a safe work environment for our employees, and equally so a safe transit service in the community to which we serve.

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#### Department Goals

	<b>FY15</b>	<b>FY16</b>
Write and Implement a new System Safety Plan	On-going	09/30/16
Effectively Reduce Preventable Vehicle Collisions by 20%	On-going	09/30/16
Effectively Reduce Passenger Injuries by 20%	On-going	On-going
Maintain Liability Claims expenses below \$150,000.00	On-going	On-going



## The T 2016 Business Plan Safety & Risk Management

*The Safety & Risk Management Department will effectively manage our exposure to risk through effective leadership and marketing of a safe work environment for our employees, and equally so a safe transit service to the community in which we serve.*

- Organizational Goal # 1**    **Increase system wide ridership:**
- **Increase annual system wide ridership by 5%**
  - **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**

**Departmental Project:**    **Through effective leadership and management of safety we will allow our service to shine by the positive trend of growth and popularity VS. Media attention following accidents.**

**Measurement:**    Reduction in the number of at fault collisions and the number of reported passenger injuries occurring onboard our transit operation.

**Responsible:**    Safety & Risk Management Staff, HR & Training, Security, Operations

**Coordinating Department:**    Safety & Risk Management

- Organizational Goal # 2:**    **Improve Operational Efficiency:**
- **Increase annual fare box recovery ratio to 17%**
  - **Increase annual ridership per hour by 5%**

**Departmental Project:**    **Implementation of newly edited Accident, Incident, and Injury Reporting Criteria / Protocol, and Written Reports**

**Measurement:**    Timely report of incidents to the appropriate officials and accuracy of the written reports submitted

**Responsible:**    Safety & Risk Management Staff, Operations Staff

**Coordinating Department:**    Safety & Risk Management

**Organizational Goal # 5:** **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**

- **Use The T Wellness Program to improve employee health**
- **Implement a professional development training program for all corporate office employees**
- **Implement supervisory training for Operations and Maintenance**
- **Update the Corporate Safety Plan**

**Departmental Project:** **Write and Implement a new (SSP) System Safety Plan, doing so will take us a long way towards accomplishing a renewed positive spirit for a safe work place.**

**Measurement:** An effective SSP will reflect a reduction in the overall number of accidents and injuries measured in both frequency and severity

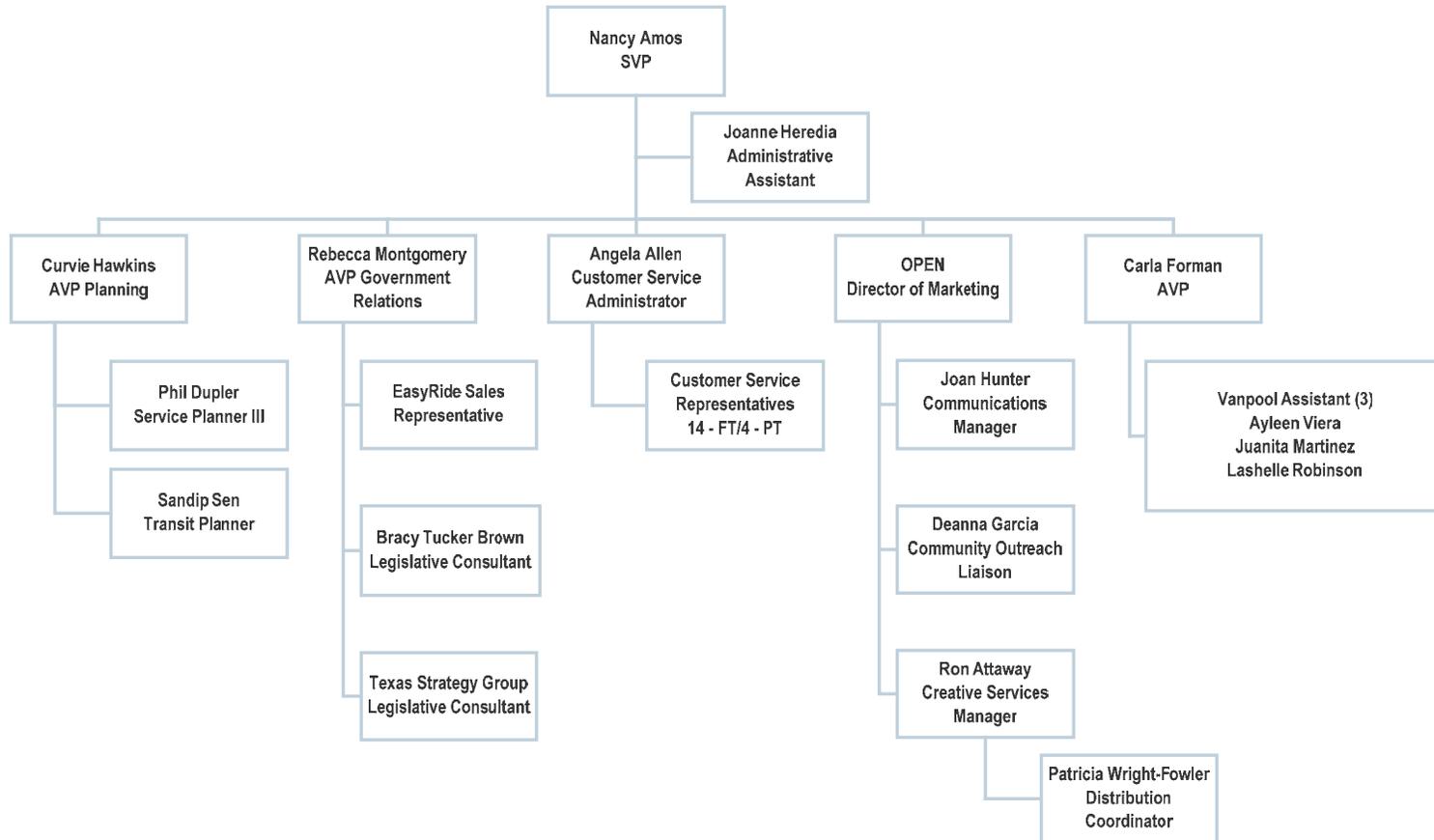
**Responsible:** Safety & Risk Management Staff, HR / Training, Operations Staff

**Coordinating Department:** Safety & Risk Management

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## SENIOR VP



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## Departmental Summary

Department Governmental Relations Department Number 0110

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### Department Summary of Purpose and Goals

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

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### Department Goals

	<i>FY15</i>	<i>FY16</i>
Coordinate efforts with elected officials to seek funding for the TEX Rail project	Ongoing	Ongoing
Work on securing the extension of the alternative fuel gas tax credit in Washington D.C.	Ongoing	Ongoing
Work with the area elected officials to improve working relationships	Ongoing	Ongoing
Expand Easy Ride Employer Pass Program to New Employers	Ongoing	Ongoing



## The T 2016 Business Plan Governmental Relations

*To add value to the communities and the lives of the people who we serve.*

### **Organizational Goal # 1**

#### **Increase system wide ridership:**

- **Increase annual system wide ridership by 5%**
- **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**

#### **Departmental Project:**

**Expand “EasyRide” Employer Pass Program to new employers**

Measurement:

Add five new employers

Responsible:

AVP Governmental Relations

Coordinating Department:

Employer Services, Accounting

### **Organizational Goal # 4:**

#### **Advance the TEX Rail Project:**

- **Complete the TEX Rail Design - December 31, 2015**
- **Begin TEX Rail Construction – 3<sup>rd</sup> qtr. FY16**
- **Secure TEX Rail Construction debt – 1<sup>st</sup> qtr. FY16**
- **Obtain Full Funding Grant Agreement – 2<sup>nd</sup> qtr. FY16**

#### **Departmental Project:**

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

Measurement:

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

Responsible:

AVP Governmental Relations

Coordinating Department:

TEX Rail Project Management, Planning and Administration

### **Organizational Goal # 5:**

#### **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**

- **Use The T Wellness Program to improve employee health**
- **Implement a professional development training program for all corporate office employees**
- **Implement supervisory training for Operations and Maintenance**
- **Update the Corporate Safety Plan**

#### **Departmental Project:**

**Encourage participation in The T’s Wellness Program.**

Measurement: Member of “T Wellness Committee”, Administration staff participation

Responsible: Administration Department

Coordinating Department: Human Resources

# Departmental Summary

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

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## Department Summary of Purpose and Goals

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

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## Department Goals

	<i>FY15</i>	<i>FY16</i>
Percentages of Automatic Call Director (ACD) abandoned calls per month	3%	No more than 3%
Customer service representatives ride routes to remain familiar with the bus service	5 routes per rep annually	5 routes per rep annually
Customer service training for professionalism		All CSRs



## The T 2016 Business Plan Customer Service

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

- Organizational Goal # 1**    **Increase system wide ridership:**
- **Increase annual system wide ridership by 5%**
  - **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**

**Departmental Project:**    **Ongoing customer skills/customer service training**

**Measurement:**    Customer Service staff can answer all questions pertaining to the operations and schedules of service.

**Responsible:**    CS Administrator

**Coordinating Department:**    Planning, Operations

- Organizational Goal # 3:**    **Implement Strategic Technology:**
- **Interactive Voice Response (IVR) for Customer Service**
  - **Real-time TRE Passenger Information System**

**Departmental Project:**    **Ensure all Customer Service is familiar with Interactive Voice Response (IVR) and comfortable answering questions regarding this implementation.**

**Measurement:**    Daily exposure and usage

**Responsible:**    CS Administrator

**Coordinating Department:**    IT

- Organizational Goal # 5:**    **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**
- **Use The T Wellness Program to improve employee health**
  - **Implement a professional development training program for all corporate office employees**
  - **Implement supervisory training for Operations and Maintenance**
  - **Update the Corporate Safety Plan**

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

Measurement: 100% participation

Responsible: CS Administrator

Coordinating Department: HR

## Departmental Summary

<b>Department</b>	<u>Vanpool</u>	<b>Department Number</b>	<u>9080, 9082</u>
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### Department Summary of Purpose and Goals

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

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#### Department Goals

	<i>FY15</i>	<i>FY16</i>
Total Vanpools	140	185
Vanpool Capacity	67%	80%



## The T 2016 Business Plan Vanpool

*Provides carpool, vanpool, public transit, and air quality information, to promote ridesharing in an effort to improve our region's air quality. Promotes grant funded transportation outside The T's service area.*

**Organizational Goal # 1: Increase System Wide Ridership:**

- Increase annual system wide ridership by 5%
- Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16

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

Measurement: 80% capacity

Responsible: Vanpool Department

Coordinating Department: Marketing

**Departmental Project: Increase the number of vanpools with focus on Alliance area.**

Measurement: 185 vanpools

Responsible: Vanpool Department

Coordinating Department: Marketing

**Organizational Goal # 5: Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**

- Use The T Wellness Program to improve employee health
- Implement a professional development training program for all corporate office employees
- Implement supervisory training for Operations and Maintenance
- Update the Corporate Safety Plan

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

Measurement: Vanpool staff participation

Responsible: Vanpool Department

Coordinating Department: Human Resources

## Departmental Summary

Department Marketing Department Number 0125

### Department Summary of Purpose and Goals

The Marketing purpose is to build on the T's reputation as the transit expert for the Western sub-region of North Central Texas. Our primary goal is to increase ridership through a comprehensive marketing program which promotes The T's family of services and educates and informs current customers, choice riders, millennials, seniors, tourists and the general public. We also strive to improve community relations and build community support through outreach and public relations and increase awareness of T services and strengthen T corporate identity through strategic brand initiatives.

1. Aggressively market T services to increase ridership productivity on bus and rail.
2. Continue community outreach activities to maintain image as community partner.
3. Develop and implement advertising and public relations designed to improve awareness and trial usage of the T and TRE and strengthen the T brand.

Develop marketing and communication plan to promote TexRail

### Department Goals

	<i>FY15</i>	<i>FY16</i>
Community Outreach activities	12	12
Operation Lifesaver presentations	3	12
Number of Twitter followers	926	1500
Number of Facebook likes	3588	4000
Number of text alert subscribers	3619	4000
Number of email alert subscribers	6814	7000



## The T 2016 Business Plan Marketing

*To communicate and educate customers, stakeholders and the general public about The T's family of services*

- Organizational Goal # 1**     **Increase system wide ridership:**
- Increase annual system wide ridership by 5%
  - Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16
- Departmental Project:**     **Develop new innovative campaign to promote T bus ridership**
- Measurement:     Increased ridership
- Responsible:     Marketing
- Coordinating Department:     Safety
- Organizational Goal # 2:**     **Improve Operational Efficiency:**
- Increase annual fare box recovery ratio to 17%
  - Increase annual ridership per hour by 5%
- Departmental Project:**     **Promote new E-Pass and monthly pass discount programs by developing new collateral materials and print ads.**
- Measurement:     Actual sales
- Responsible:     Marketing
- Coordinating Department:     Customer Service
- Organizational Goal # 3:**     **Implement Strategic Technology:**
- Interactive Voice Response (IVR) for Customer Service
  - Real-time TRE Passenger Information System
- Departmental Project:**     **Promote both new technologies to customers through The T website, social media and newsletters.**
- Measurement:     Decrease in number of customer complaints about call wait time and train delays
- Responsible:     Marketing

Coordinating Department: Customer Service, IT

**Organizational Goal # 4: Advance the TEX Rail Project:**

- Complete the TEX Rail Design - December 31, 2015
- Begin TEX Rail Construction – 3<sup>rd</sup> qtr. FY16
- Secure TEX Rail Interim Financing – 1<sup>st</sup> qtr. FY16
- Obtain Full Funding Grant Agreement – 2<sup>nd</sup> qtr. FY16

**Departmental Project: Develop communication plan and reallocate ad resources to TEX Rail.**

Measurement: Successful development and implementation of communication plan and ads to achieve goals.

Responsible: Marketing

Coordinating Department: TEX Rail

**Organizational Goal # 5: Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**

- Use The T Wellness Program to improve employee health
- Implement a professional development training program for all corporate office employees
- Implement supervisory training for Operations and Maintenance
- Update the Corporate Safety Plan

**Departmental Project: Assist in the development and execution of the Safety Plan by providing marketing expertise for strategy and tactics.**

Measurement: Successful development of plan

Responsible: Safety

Coordinating Department: Marketing



Led the exploration of Automated Vehicle Location (AVL) technology for use in tracking bus fleet. AVL would assist in tracking and improving on-time performance of bus service and to assist in development of real-time bus arrival info, annunciation and automatic passenger counting system.		Complete analysis by March 2016
Assist as needed in the effort to complete TEX Rail project	On-going	On-going
Encourage planning staff attendance in wellness activities; area planning conferences and workshops; and GIS and business writing workshops for personal and professional development.	On-going	On-going



## The T 2016 Business Plan Planning Department

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

### **Organizational Goal # 1**

#### **Increase system wide ridership:**

- **Increase annual system wide ridership by 5%**
- **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**

#### **Departmental Project:**

**Led the development of a Transit Master Plan, consisting of a short and long-range plan of action for the development of The T's future capital projects, service expansion and financial commitments.**

Measurement:

Complete Plan by Dec. 31, 2016

Responsible:

Planning

Coordinating Department:

Marketing, administration

#### **Departmental Project:**

**Increase ridership 5% by developing efficient bus service proposals for quarterly service changes and introducing service to new areas and new key businesses matching budget expectations and efficiently monitoring existing bus service to improve customer experience through means such as the elimination of combination routes.**

Measurement:

Service changes in January 2016, May 2016 & September 2016 that result in 5% increase in ridership with minimal impact on system efficiency.

Responsible:

Planning, Scheduling

Coordinating Department:

Bus Operations, Marketing

### **Organizational Goal # 2:**

#### **Improve Operational Efficiency:**

- **Increase annual fare box recovery ratio to 17%**
- **Increase annual ridership per hour by 5%**

#### **Departmental Project:**

**Improve the efficiency of scheduling for bus service through the designing of service and run cutting that maximizes operator scheduling and utilization and produces efficient assignment of buses.**

Measurement: Continually design effective service that increases ridership 5% and generates operational savings for service changes in January 2016, May 2016 & September 2016

Responsible: Planning, Scheduling

Coordinating Department: Bus Operations

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

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

Responsible: Planning

Coordinating Department: Scheduling, Bus Operations

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

Measurement: Add 21 new shelters by December 2015

Responsible: Planning

Coordinating Department: Maintenance

**Organizational Goal # 3: Implement Strategic Technology:**

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

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

Measurement: Complete analysis by spring 2016.

Responsible: I.T.

Coordinating Department: Planning

**Organizational Goal # 4:** **Advance the TEX Rail Project:**

- **Complete the TEX Rail Design - December 31, 2015**
- **Begin TEX Rail Construction – 3<sup>rd</sup> qtr. FY16**
- **Secure TEX Rail Interim Financing – 1<sup>st</sup> qtr. FY16**
- **Obtain Full Funding Grant Agreement – 2<sup>nd</sup> qtr. FY16**

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

Measurement: On-going support

Responsible: Project management

Coordinating Department: Planning

**Organizational Goal # 5:** **Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**

- **Use The T Wellness Program to improve employee health**
- **Implement a professional development training program for all corporate office employees**
- **Implement supervisory training for Operations and Maintenance**
- **Update the Corporate Safety Plan**

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

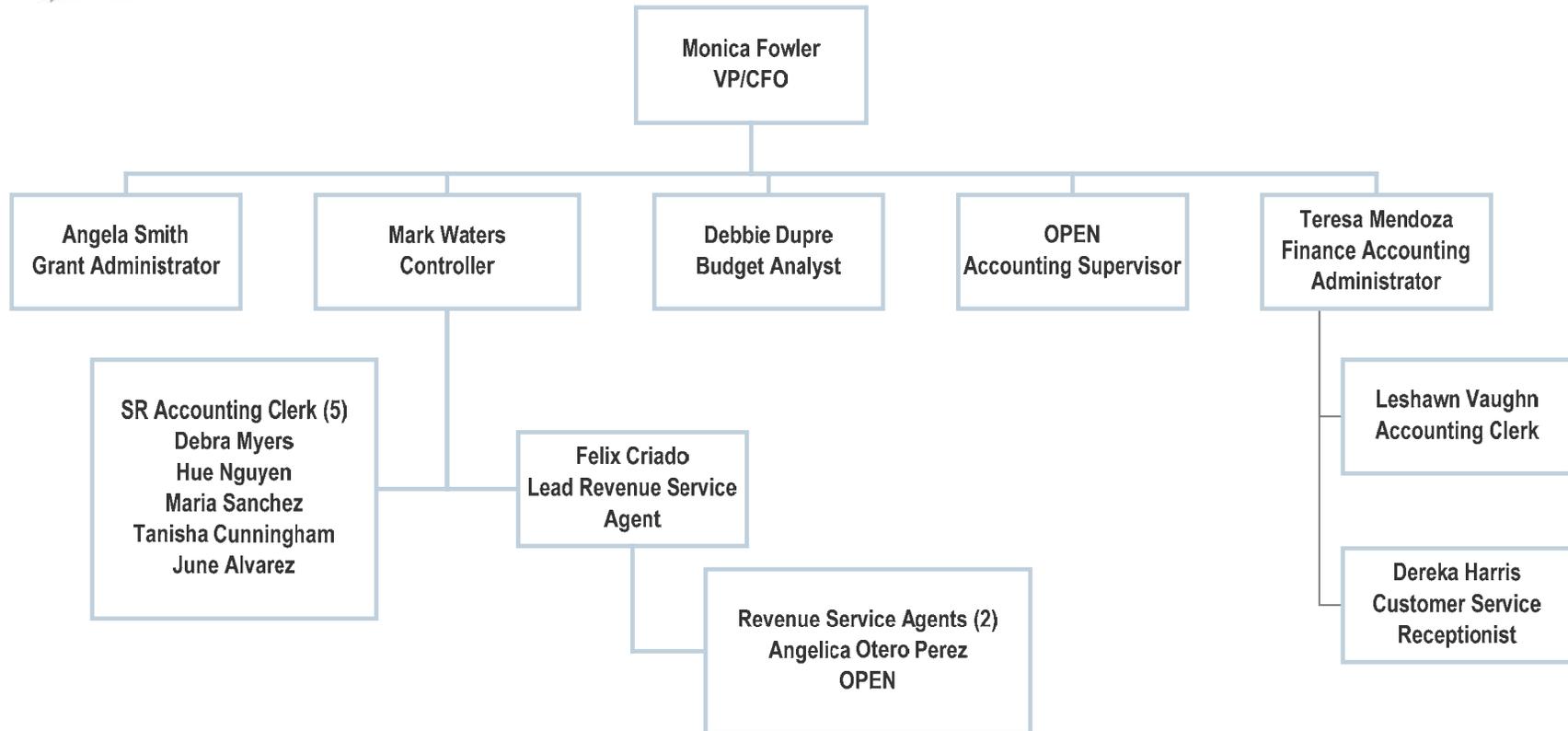
Measurement: All planning staff are use fitness center and wellness programs. Planning staff show documented evidence of attendance in planning workshops.

Responsible: Planning Dept.

Coordinating Department: N/A



## FINANCE/ACCOUNTING



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# Departmental Summary

**Department** Finance **Department Number** 0115, 0130

## Department Summary of Purpose and Goals

The Finance department monitors The T's financial performance, recommends effective allocation of resources, ensures 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.

### Department Goals

	<i><b>FY15</b></i>	<i><b>FY16</b></i>
Manage the long-range financial plan through 2035	On-going	On-going
Manage fuel costs	On-going	On-going
Submit the FY2016 Budget Book to the Government Finance Officers Association for award consideration	12/30/14	12/30/15
Administer grants, maintain compliance with all grantor agencies' requirements, and seek innovative funding sources	On-going	On-going



## The T 2016 Business Plan Finance

*The Finance department monitors The T's financial performance, recommends effective allocation of resources, ensures 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.*

### **Organizational Goal # 1**

#### **Increase system wide ridership:**

- **Increase annual system wide ridership by 5%**
- **Complete the Transit Master Plan - 1<sup>st</sup> qtr. FY16**

#### **Departmental Project:**

**Provide support for the operating Departments**

Measurement:

Provide timely financial data to the departments; seek innovative funding sources and timely capital project set-up.

Responsible:

Finance and Accounting

Coordinating Department:

All Departments

### **Organizational Goal # 3:**

#### **Implement Strategic Technology:**

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

#### **Departmental Project:**

**Provide support for all the capital projects**

Measurement:

Provide grants management and project set-up

Responsible:

Finance and Accounting

Coordinating Department:

All Departments

### **Organizational Goal # 4:**

#### **Advance the TEX Rail Project:**

- **Complete the TEX Rail Design - December 31, 2015**
- **Begin TEX Rail Construction – 3<sup>rd</sup> qtr. FY16**
- **Secure TEX Rail Interim Financing – 1<sup>st</sup> qtr. FY16**
- **Obtain Full Funding Grant Agreement – 2<sup>nd</sup> qtr. FY16**

#### **Departmental Project:**

**Secure TEX Rail Interim Financing**

Measurement:

Obtain by 1<sup>ST</sup> quarter FY16

Responsible:

Monica Fowler

Coordinating Department: TEX Rail

**Organizational Goal # 6: Implement targeted employee programs and incentives for safety, wellness, professional development and productivity:**

- Use The T Wellness Program to improve employee health
- Implement a professional development training program for all corporate office employees
- Implement supervisory training for Operations and Maintenance
- Update the Corporate Safety Plan

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

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

Responsible: Finance and Accounting

Coordinating Department: Human Resources

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## FORT WORTH TRANSPORTATION AUTHORITY (THE T) Fiscal Year 2016

### **Budget Introduction**

The adopted fiscal 2016 operating budget meets key financial standards established by The T's Board of Directors to ensure a sound financial future. Operating expenses included in the fiscal 2016 budget total \$67.8 million. The T's operating revenue is expected to increase from fiscal 2015 actual levels due primarily to a 4.6% projected increase in sales tax revenue.

#### **Budget**

The T's budget continues to recognize the importance of efficient service that meets the needs of our customers and community, while maintaining a balanced budget. The T defines balanced budget as expenses/expenditures equaling revenues and budgeted surplus. Some of the principal issues facing The T include rising costs and greater service demands. The fiscal 2016 budget illustrates The T's continuing work toward financial stability, while striving to achieve our strategic objectives. One of the primary objectives of the fiscal 2016 budget continues to be building and managing the reserves for future commuter rail expansion. Prioritizing capital projects and managing changes in operating expenses to critical services will help accomplish this goal. The following is a description of The T's accounting and budget process and system of controls.

#### **Internal Control Structure**

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

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

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

## Description of Fund and Fund Type

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

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

### **Administration Departments**

Operations Administration	MITs Administration
Maintenance Administration	Executive Administration
Facilities Maintenance	DBE
Marketing	TRE
Planning & Scheduling	TEX Rail
Customer Relations	Finance
Human Resources	Project Management
Risk Management	
Accounting	
Purchasing	
Information Systems	

### **Operating Departments:**

MITs Vehicle  
MITs Vehicle Maintenance  
Fixed Route Vehicle Operations  
Vehicle Maintenance

### **Grant Funded Departments**

Vanpool  
Jobs Access Vanpool  
Northeast Tarrant Transportation  
Tarrant County Transit Services

## Basis of Budgeting

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

## Basis of Accounting

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

## Financial Policies & Standards

The Board of Directors, to ensure a sound financial future, adopted the T's Financial Policies and Standards June 6, 2002. The proposed fiscal 2016 budget meets these standards:

- Accounting records shall be maintained in accordance with Generally Accepted Accounting Principles (GAAP) and Government Accounting Standards Board (GASB) standards.
- The T's funds shall be invested in accordance with its Investment Policy and with applicable state laws.

- An independent accounting firm shall examine at least annually The T's financial statements and as required by law.
- The T shall maintain appropriate insurance coverage to mitigate the risk of material loss; a cash reserve of \$1 million shall be established to ensure that self-insured retentions can be met.
- The T shall maintain a cash reserve to cover three month's budgeted operating expenses net of operating revenues.
- The Board of Directors shall receive a "Proposed Budget" for the next fiscal year no later than July of each year. Once accepted by the Board, the Proposed Budget will be mailed to member cities and will be given at least 30 days to review it. The Board shall adopt the final budget, as well as the assumptions and methodologies used therein, no later than September 30 of each year, which is The T's fiscal year-end.
- The proposed Operating Expenses in each year's budget shall not exceed the reasonably predictable "Revenues Available for Operations" which shall include Operating Revenues (fares collected, pass sales, etc), Sales Tax Revenue, Investment Income, Rental Income and Federal Formula Grants.

### **Budgetary Controls**

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

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

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

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

**Guide for Development of the Operating Budget**

The following table is a timeline of the development of the fiscal 2016 Operating and Capital Budget:

**Budget Calendar**

<b>April 16</b>	<b>FY16 Budget Kick-off</b> The focus of this will be to communicate this year’s budget message and address any questions that may arise. The Budget Instruction Manual will be distributed and the FY16 Tracking Sheets and templates emailed by April 16.
<b>April 16 – April 30</b>	<b>Departments Complete Budget Worksheets</b> The Budget Analyst will meet with each department head to provide assistance (as needed) in developing his/her operating and capital budgets.
<b>May 1</b>	<b>Operating Budget Worksheets due</b> All departments submit FY15 re-estimates and requests for FY16, including improvement or/reduction proposals.
<b>May 8</b>	<b>Capital Budget Worksheets due</b> Departments submit requests for Capital Budget proposals both new and any project started in FY15 that won’t be completed until FY16.
<b>May 15 – June 1</b>	<b>Departmental Meetings</b> Meetings will be held with departments as needed.
<b>July 2</b>	<b>FY16 Business Plans due to the Budget Administrator</b>
<b>July 20</b>	<b>FY16 Budget &amp; Capital Workshop/Finance Committee</b>
<b>July 27</b>	<b>FY16 Preliminary Budget adopted by Board of Directors</b>
<b>August 3</b>	The preliminary adopted budget will be sent to the cities of Fort Worth, Blue Mound, Richland Hills and Grapevine for review.
<b>September 28</b>	<b>Adoption of the FY16 Budget at the Board of Director’s meeting.</b>
<b>October 5</b>	The adopted budget will be sent to the cities of Fort Worth, Blue Mound, Richland Hills and Grapevine.

There are several short-term operational and financial policies of The T that guided the development of the fiscal 2016 operating budget. These include:

- Key goals of the organization will be implemented. This includes increasing system wide ridership by 5%, while improving service productivity by increasing the number of passenger carried per revenue hour, increasing our fare box recovery ratio to 17%, the completion of the Transit Master Plan, Implementing Interactive Voice Response and achieving 2016 milestones for the TEX Rail project.
- A one million dollar self-insurance reserve continues to be maintained.
- Transit fares, valid for region-wide travel, will match fares charged by DART and DCTA in order to promote a seamless fare structure between the three authorities.

### Fiscal 2016 Budget Challenges

Some of the major issues that impacted the formulation of the FY16 Budget are:

- Salaries and benefits will increase \$2 million or 5.9% for fiscal 2016. The largest contributor to this increase is wage increases for bargaining unit and staff, which averaged 3% and added or filled positions;
- Service type expenses that include purchased transportation, which is the cost of contractor provided trips, will increase \$1.0 million or 7.2% because of the increase in projected trips, fuel rate and contract increases; and
- Uncertainty surrounding federal funding.

### Operating Expenses

Salaries and fringe benefits are The T's largest expense category. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A new three-year contract was effective October 1, 2013. The agreement calls for a three percent wage increase in fiscal 2016.

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

The largest portion of the other expense categories is fuel and lubricants, which increased 5.2% in the fiscal 2016 budget from the fiscal 2015 actual amount. This increase is primarily due to increase in trips combined with an anticipated increase in fuel rates.

## Capital Expenditures

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

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

The T's capital budget for Fiscal 2016 is \$1.1 billion. It includes several large multi-year projects. The projected capital expenditures for fiscal 2016 are \$414 million and The T's share, from local funds, is expected to be \$192 million. The remainder will come from partner contributions and federal grants.

There are several large non-routine capital expenditures for fiscal 2016:

- The ***TEX Rail*** is the largest capital project in the history of The T. The current project budget is over \$998.7 million, in year of expenditure dollars. The project will be financed by a combination of Federal and local funding sources. Currently this project is scheduled to be completed in 2018;
- ***Positive Train Control***, which is technology designed to stop or slow a train before an accident occurs. This project is an unfunded mandate imposed by Congress on all commuter rail operators. We are anticipating PTC expenditures of \$8 million in fiscal 2016; and
- ***Vehicle Purchase***, which is \$11 million in fiscal 2016.

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

## Procedure for Amending the Operating and Capital Budget

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

## Operating Budget Summary

The Operating Budget Summary is a comprehensive overview of revenues, operating expenses, and capital project grant reimbursement revenues. It presents actual financial results for fiscal 2014, budget and forecast information for fiscal 2015 and budget for fiscal 2016. The “% diff” column represents the percent difference between the fiscal 2016 budget and the fiscal 2015 forecast results.

### Operating Budget Summary

(Amounts in Thousands)

	FY 2014	FY 2015			FY 2016	
	Actual	Budget	Forecasted	% Diff	Budget	% Diff *
<b>Operating Revenues</b>						
Fixed Route	\$ 3,781	\$ 3,811	\$ 3,886	0.0%	\$ 3,997	2.9%
Para-transit	1,136	1,052	1,122	6.7%	1,140	1.6%
TRE	2,366	2,563	2,274	-11.3%	2,226	-2.1%
E-Pass	310	310	305	-1.6%	310	1.6%
Other Operating	338	358	358	0.0%	360	0.6%
<b>Total Operating Revenue</b>	7,931	8,094	7,945	-1.8%	8,033	1.1%
<b>Other Revenues</b>						
Sales Tax	61,873	64,762	64,843	0.1%	67,857	4.6%
Investment	493	200	600	200.0%	400	-33.3%
Advertising	414	360	335	-6.9%	340	1.5%
Operating Grants	13,995	13,175	12,859	-2.4%	13,154	2.3%
Capital Grant Reimbursement	11,918	58,999	27,191	-53.9%	168,105	518.2%
Contributions from Grapevine	8,747	9,091	9,358	0.0%	9,770	4.4%
Contributions from Partners	1,139	910	1,068	N/A	980	-8.2%
Miscellaneous	1,654	375	1,820	385.3%	400	-78.0%
Rental Income	625	600	600	0.0%	610	1.7%
<b>Total Other Revenue</b>	100,858	148,472	118,674	-20.1%	261,616	120.4%
<b>Total Revenue</b>	108,789	156,566	126,619	-19.1%	269,649	113.0%
<b>Operating Expenses</b>						
Salary and Benefits	33,381	34,818	34,494	-0.9%	36,539	5.9%
Services	20,518	22,250	21,700	-2.5%	22,719	4.7%
Fuels and Lubricants	2,840	3,215	2,736	-14.9%	2,457	-10.2%
Tires and Tubes	352	399	395	-1.0%	415	5.1%
Maintenance Materials	3,508	3,188	3,006	-5.7%	2,823	-6.1%
Supplies and Materials	274	340	380	11.8%	447	17.6%
Utilities	852	888	898	1.1%	890	-0.9%
Insurance	478	390	395	1.3%	402	1.8%
Taxes and Fees	104	111	116	4.5%	118	1.7%
Miscellaneous	495	918	895	-2.5%	1,050	17.3%
<b>Total Operating Expenses</b>	62,802	66,517	65,015	-2.3%	67,860	4.4%
Street Improvement Fees	172	146	146	0.0%	169	15.8%
Other non-operating expense	3,732	1,491	1,375	-7.8%	1,133	-17.6%
<b>Net Available for Capital Expenditures and Reserves</b>	\$ 42,083	\$ 88,412	\$ 60,083	\$ 0	\$200,487	233.7%

The T's budgetary control includes departmental budget and monthly reviews of budget to actual reports by department heads. The following table is the fiscal 2016 budget with comparisons to fiscal 2015 budget and forecast and fiscal 2014 actual results.

(amounts in thousands)

Department Name	Fiscal Years			
	Budget FY 16	Budget FY 15	Forecast FY 15	Actual FY 14 Actual
Operations Administration	\$1,794,005	\$1,965,589	\$1,963,165	\$1,831,472
Revenue Vehicle Operations	\$15,518,122	\$14,867,622	\$14,682,327	\$14,517,566
Maintenance Administration	\$920,908	\$917,281	\$889,540	\$921,970
Vehicle Maintenance	\$8,767,349	\$8,649,436	\$8,973,268	\$8,146,331
Facilities Maintenance	\$3,526,684	\$3,198,299	\$3,234,611	\$3,123,191
Marketing	\$1,672,009	\$1,429,212	\$1,428,697	\$1,423,731
Planning & Scheduling	\$560,045	\$543,490	\$563,642	\$380,554
Customer Relations	\$1,020,950	\$891,010	\$913,134	\$852,997
Human Resources	\$2,005,519	\$1,287,397	\$1,531,587	\$1,145,135
Risk Management	\$1,951,392	\$1,726,826	\$1,851,415	\$1,870,122
Accounting	\$1,186,735	\$1,122,101	\$1,106,096	\$1,120,650
Purchasing	\$684,731	\$412,214	\$441,303	\$401,974
Information Systems	\$1,739,566	\$1,557,396	\$1,536,765	\$1,571,002
MITS Administration	\$1,386,560	\$1,631,084	\$1,475,409	\$1,399,212
MITS Vehicle Operations	\$7,267,348	\$6,982,915	\$6,806,509	\$6,387,327
MITS Maintenance	\$972,623	\$1,268,623	\$956,788	\$1,560,612
Administration	\$2,578,910	\$2,834,247	\$2,669,846	\$2,585,418
DBE	\$0	\$0	\$0	\$39,489
TRE	\$11,120,423	\$11,162,279	\$10,721,097	\$9,815,842
Tex Rail	\$158,279	\$0	\$81,725	\$0
Chief Financial Officer	\$656,897	\$740,122	\$785,073	\$534,661
Project Management	\$392,866	\$332,625	\$334,735	\$233,164
	\$65,881,921	\$63,519,768	62,946,732	\$59,862,420
<b>GRANT FUNDED</b>				
Vanpool	913,519	\$1,876,541	\$825,481	\$1,778,939
RTDM	-	\$0	\$0	\$0
JARC	\$85,938	\$209,621	\$116,350	\$136,804
TCTS	\$230,000	\$159,996	\$229,729	\$224,593
NETS	\$750,000	\$750,000	\$900,000	\$807,542
	1,979,457	2,996,158	2,071,560	\$2,947,878
	\$67,861,378	\$66,515,926	\$65,018,292	\$62,810,298

## Service Revenues

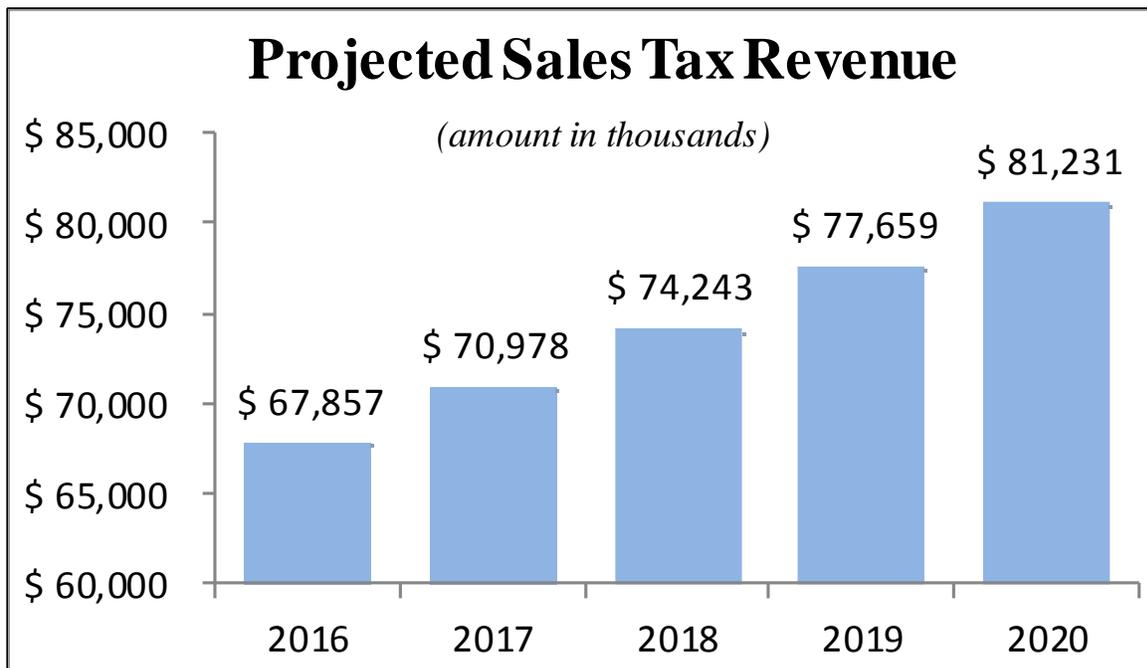
The T receives service revenues from various sources. The significant service revenue sources are as follows:

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

## Other Operating Revenues

Sales tax and operating grant revenues are The T's main sources of revenue and represent approximately 73.9% and 14.3%, respectively, of The T's total operating revenue budget. Operating revenue is total revenue less capital grant reimbursement revenue and contributions from Grapevine. The fiscal 2016 budget also includes operating revenue from advertising, rental fees, investment earnings and miscellaneous sources. The fiscal 2016 sales tax was budgeted to increase 4.6% from the fiscal 2015 forecasted amount. The T's management considered the local sales tax historical trends, the local economy and the local unemployment rate when determining the sales tax budget.

This following chart represents the projected sales tax through fiscal year 2020:

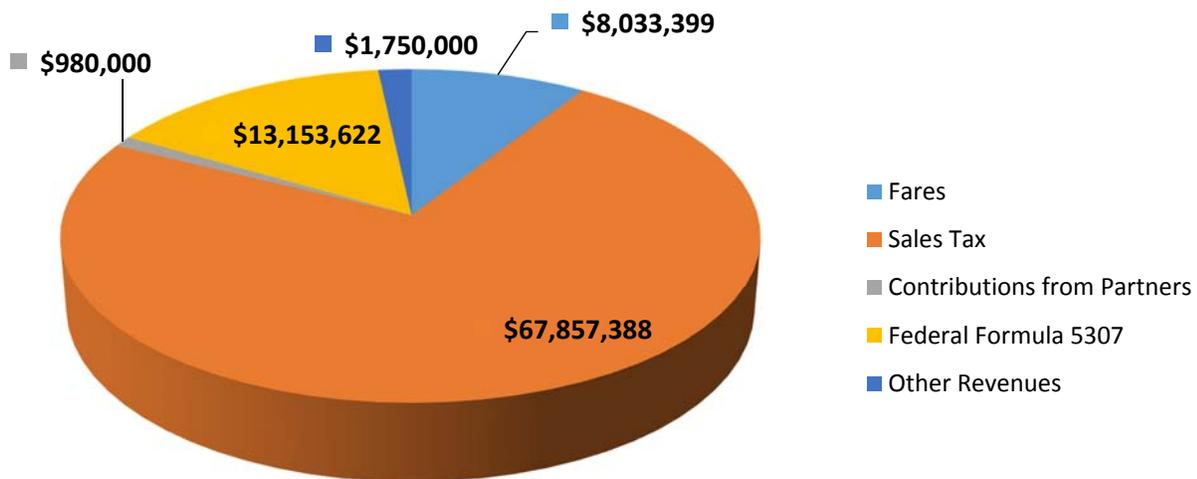


Fiscal 2016 capital grant reimbursement revenues are budgeted to increase approximately \$140.1 million from 2015 actuals based on a higher level of grant reimbursable capital expenditures.

The Federal Transit Administration (FTA) formula grant (5307) represents a significant source of grant revenue that The T receives each year. Traffic and population density in the Fort Worth-Dallas Metroplex are used in the calculation that determines how much federal grant assistance is distributed to the transit authorities in this region. The North Central Texas Council of Governments (NCTCOG) then determines the split of the funds between Dallas Area Rapid Transit in Dallas, The T in Fort Worth and the Denton County Transit Authority. The T has some control over the manner in which these formula grant dollars are spent. Management anticipates approximately \$13.0 million will be used for preventive maintenance costs and paratransit operations in fiscal 2015.

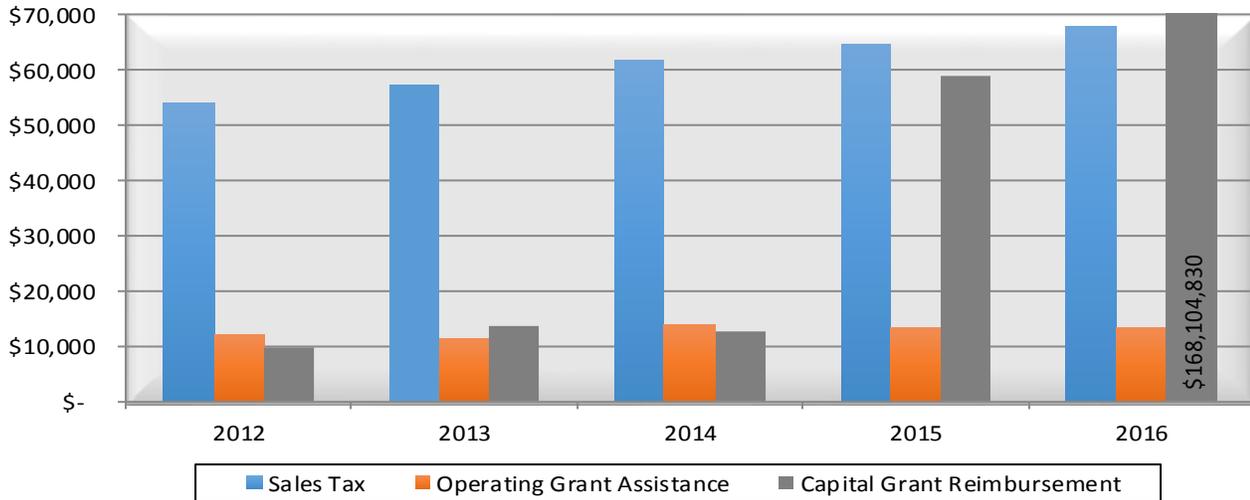
The following chart provides a visual breakdown of the operating revenue budget for fiscal 2015.

### FY2016 Budgeted Operating Revenue



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

### Major Revenue Sources



Revenue Type	Fiscal 2012	Fiscal 2013	Fiscal 2014	Fiscal 2015	Fiscal 2016
Sales Tax Revenue	\$ 54,173	\$ 57,217	\$ 61,873	\$ 64,762	\$ 67,857
Operating Grant Assistance	12,070	11,330	13,024	13,175	13,154
Capital Grant Reimbursement	9,586	13,497	11,918	58,999	168,104,830
<b>Total</b>	<b>\$ 75,829</b>	<b>\$ 82,044</b>	<b>\$ 86,815</b>	<b>\$ 136,936</b>	<b>\$ 168,185,841</b>

### Debt Administration

As of September 30, 2011, The T had the ability to incur certain types of debt with the approval of the voters within its service area and it had the ability to issue other types of debt without voter approval. There has been no vote to approve any debt; however, during fiscal 2010, The T entered into a capital lease arrangement with All American Investment and Bank of America to finance the cost of energy efficient lighting and air conditioning systems. The T is required to make quarterly payments, which began in March 2011 and will continue until December 31, 2020. The debt is secured by the related assets purchased. In 2012 The T refinanced the lease with All American Investment allowing us to decrease the interest rate from 4.24% to 2.55%. At September 30, 2015, the outstanding balance of this debt was approximately \$1.5 million.

With the current financial structure of the TEX Rail project, long term debt financing is not necessary. Assuming that New Starts FFGA payments will begin in FY2016, there is a cash flow deficit for project CAPEX from FY2016 through FY2019. This cash flow deficit will be met by short-term borrowing with rapid repayment. With the current project schedule, the maximum projected amount of the short term debt is reached in quarter 4 of 2017 in an amount of \$200.0 million. Repayments on the loan commence in fiscal 2018 with full liquidation of the debt in fiscal 2020. The projected net proceeds of

the short-term borrowing are \$229.2 million. The total payments on the short-term borrowing are estimated at \$252.2 million, which includes interest of \$21.9 million. For the baseline financial structure, interest on the short-term debt has been assumed at 5% (APR) of the outstanding amount borrowed accrued and capitalized quarterly. In addition, there is an estimated \$1.7 million in costs related to the issuance of the debt. Currently, The T has never issued any debt, except a \$2.5 million 10 year capital lease that financed new energy efficient air-conditioning and lighting systems. This short-term debt will be secured by lawfully available funds of The T.

### **Cash Management and Investments**

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

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

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

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

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

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

**Five-Year Financial Forecast**

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

(amounts in thousands)	Forecasted	Adopted	Projected			
	FY2015	Budget FY2016	FY2017	FY2018	FY2019	FY2020
Total Operating Revenues	\$ 90,070	\$ 91,774	\$ 95,440	\$ 100,920	\$ 111,109	\$ 117,331
Total Operating Expenses	65,015	67,860	74,215	83,218	98,200	99,442
<b>Net Operating Surplus</b>	25,055	23,914	21,225	17,702	12,909	17,889
Contribution from rail project partners	9,358	9,770	10,238	10,709	11,202	11,717
<b>Increase in fund balance before capex</b>	34,413	33,684	31,463	28,411	24,111	29,606
<b>Beginning Fund Balance</b>	190,365	187,859	58,365	54,965	52,984	51,938
<b>Funds Available for Capital Expenditures</b>	224,778	221,543	89,828	83,376	77,095	81,544
Capital Expenditures, net	8,980	25,861	15,291	10,226	5,043	7,462
Capital Expenditures TEX Rail	38,485	342,042	354,600	139,641	899	922
TEX Rail Grant	10,546	175,454	135,000	128,000	100,000	85,209
TEX Rail Debt Proceeds	-	29,271	200,028		-	-
TEX Rail Debt Service	-	-	-	8,525	119,215	117,289
<b>Ending Funds Available</b>	<b>\$ 187,859</b>	<b>\$ 58,365</b>	<b>\$ 54,965</b>	<b>\$ 52,984</b>	<b>\$ 51,938</b>	<b>\$ 41,080</b>

The following table represents the summary of budgeted employees by department for fiscal 2016 compared to actual year end employee counts for fiscal years 2015 and 2014. The employee counts represent full time equivalents.

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

Fiscal Years	Actual 2014	Actual 2015	Budget 2016
<b>Administration Departments:</b>			
<u>Administration:</u>			
Executive Administration	12.0	13.0	11.0
Project Management	2.0	2.0	2.0
<u>Customer Relations</u>	17.0	17.0	18.0
<u>Finance:</u>			
Accounting	13.0	13.0	12.0
Procurement and Contract Admin	5.0	5.0	7.0
Finance	3.0	3.0	4.0
<u>Human Resources:</u>			
Human Resources	7.5	7.5	11.5
Risk Management	12.5	12.5	14.0
<u>Information Systems</u>	7.0	7.0	7.0
<u>Maintenance:</u>			
Maintenance Administration	12.0	12.0	12.0
Facilities Maintenance	30.0	30.0	33.0
<u>Marketing</u>	5.0	5.0	5.0
<u>MITs Administration</u>	20.0	20.0	18.0
<u>Operations Administration</u>	19.5	21.5	21.5
<u>Planning</u>	4.5	4.5	5.5
<u>Trinity Railway Express</u>	2.0	2.0	3.0
<u>TEX Rail</u>			4.0
Total Administration	172.0	175.0	188.5
<b>Operating Departments:</b>			
<u>MITs:</u>			
MITs Operations	60.0	60.0	60.0
MITs Maintenance Vehicle	12.0	12.0	12.0
<u>Fixed Route Operations:</u>			
Bus Operations	219.5	219.5	219.5
Maintenance Vehicle	88.0	88.0	88.0
Total Operating	379.5	379.5	379.5
Total Administration and Operating			
<b>Grant-funded Programs:</b>			
<u>Vanpool</u>	4.0	4.0	3.0
<u>RTDM</u>	-	-	-
<u>Jobs Access</u>	-	-	-
<u>Tarrant County Transit Services</u>	-	-	-
<u>Northeast Transportation Service</u>	-	-	-
Total Grant Funded	4.0	4.0	3.0
<b>Total</b>	<b>555.5</b>	<b>558.5</b>	<b>571.0</b>

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

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

- **Executive Administration:** The decrease from 2015 actual to fiscal 2016 budget is a result of moving 2.0 positions.
- **Customer Relations:** The increase from 2015 actual to fiscal 2016 is a result of adding 1 position.
- **Accounting:** The decrease from 2015 actual to fiscal 2016 budget is a result of moving 1.0 position.
- **Procurement & Contract Administration:** The increase from 2015 actual to fiscal 2016 is a result of adding 2 positions.
- **Finance:** The increase from 2015 actual to fiscal 2016 is a result of adding 1 position.
- **Human Resources:** The increase from 2015 actual to fiscal 2016 is a result of adding 4 positions.
- **Risk Management:** The increase from 2015 actual to fiscal 2016 is a result of adding 1.5 position.
- **Facilities Maintenance:** The increase from 2015 actual to fiscal 2016 is a result of adding 3 positions.
- **MITS Administration:** The decrease from 2015 actual to fiscal 2016 budget is a result of moving 2.0 positions.
- **Planning:** The increase from 2014 actual to 2015 budget is a result of adding 1.0 positions.
- **Trinity Railway Express:** The increase from 2014 actual to 2015 budget is a result of adding 1.0 position.
- **TEX Rail:** Created a new department for fiscal 2016, adding 4 positions.
- **Vanpool:** The decrease from 2015 actual to fiscal 2016 budget is a result of eliminating 1.0 position.

### **\*/Employment Levels – 5 Year Trend**



## Capital

The T's capital projects are partially funded with federal grants from the Federal Transit Administration. Other capital project funding comes from sales tax revenue, contributions from other entities and local fares. The T's capital budget for fiscal 2016 is \$1.1 billion. The projected capital expenditures for fiscal 2016 are \$414 million and The T's share, from local funds, is expected to be \$192.4 million. Our federal capital grant reimbursement revenue is expected to be \$194.3 million.

The capital projects in the fiscal 2016 budget are summarized in the "Capital Budget" section. Capital investment for years beyond fiscal 2016 relate primarily to the TEX Rail commuter rail project, TRE improvements, replacement of aging buses, maintaining capital assets, and upgrading existing assets.

The largest impact the capital program has on the operating budget is if we do not expend as much as projected. Therefore the federal reimbursements will be less, and our actual revenue for fiscal 2016 will be less than budget.



**FORT WORTH TRANSPORTATION AUTHORITY  
FISCAL YEAR 2016  
CAPITAL IMPROVEMENTS PROGRAM**

*(Amounts in Thousands)*

Total Budget	Federal Funding	Partner Cont	Local Share
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**FY 2015 (Projects Carried Over):**

**Bus Maintenance**

Vehicle Purchase - FY16	\$ 10,902	\$ 9,049	\$ -	\$ 1,853
Bus Wash	560	-	-	560

**Trinity Railway Express**

Positive Train Control	16,376	6,250	-	10,126
TRE Double Tracking Mosier Valley Design/Const	3,500	2,800	-	700
TRE Grade Crossing (Appendix A)	2,000	1,600	-	400
TRE Trinity River Bridge (Env & Design)	4,300	969	-	3,331
TRE Next Train Upgrade	415	-	-	415
TRE Security Video Enhancement	285	191	-	94
TRE Station ADA Platform Gates	207	180	-	27

**Other**

ADA Accessible Bus Stops	719	575	-	144
Fleet-wide Passenger Information System	2,714	445	-	2,268
Interactive Voice Response System	519	-	-	519
Multi-Year Transportation Enhancements	600	480	-	120
Multi-year Desktop Replacement (FY13-FY16)	96	-	-	96

Total FY15 Projects Carried Over to FY16	\$ 43,193	\$ 22,539	\$ -	\$20,653
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**FORT WORTH TRANSPORTATION AUTHORITY  
FISCAL YEAR 2016  
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

Total Budget	Federal Funding	Partner Cont	Local Share
\$ 43,193	\$ 22,539	\$ -	\$ 20,653

*Page 1 Subtotal*

**FY 2016 "New" Capital Projects:**

**Bus Maintenance**

CNG Station Upgrades	\$ 2,500	\$ -	\$ -	\$ 2,500
Capital Maintenance T Facilities - FY16	649	-	-	649
MTS Vehicles - FY16	707	587	-	120
Staff Vehicles	300	-	-	300
Capital Maintenance Parking Lots - FY16	200	-	-	200
Maintenance Vehicles - FY16	235	-	-	235
Miscellaneous Equipment - FY16	116	-	-	116

**Trinity Railway Express**

TRE Capital Maintenance - FY16	3,480	-	-	3,480
TRE Double Tracking (Tarrant Env Study)	1,500	-	-	1,500

**Other**

Company-wide Software System	5,524	-	-	5,524
Automated Fare Collection System	4,000	-	-	4,000
Lease Improvements	100	-	-	100
Upgrade ITC Conference Rooms	100	-	-	100

Total "New" FY16 Projects	19,411	587	-	18,824
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<b>Subtotal T Projects</b>	<b>\$ 62,604</b>	<b>\$ 23,126</b>	<b>\$ -</b>	<b>\$ 39,477</b>
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**FORT WORTH TRANSPORTATION AUTHORITY  
FISCAL YEAR 2016  
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

*			
Total	Federal	Partner	Local
Budget	Share	Cont	Share

*Page 2 Subtotal*    \$ 62,604    \$ 23,126    \$ -    \$ 39,477

**TEX Rail**

Guideway and Track	\$	206,907	\$112,353	\$ 15,000	\$	79,554
Stations		86,156	32,955	43,826		9,375
Yards and Shops		26,210	13,105	-		13,105
Site work and Special Conditions		156,245	92,744	20,108		43,393
Signals, Communications, Systems		66,659	37,719	-		28,940
Right-of-Way, Real Estate		123,034	61,517	5,000		56,517
Commuter Rail Vehicles		112,419	47,419	65,000		-
Subtotal		777,630	397,813	148,934		230,883

**Professional Services**

Project Development		10,236	7,535	-		2,701
Engineering		45,076	33,181	10,000		1,895
Project Mgt for Design & Construction		36,833	27,113	4,000		5,720
Construction Administration & Mgt		22,831	16,806	-		6,025
Professional Liability/Non-Const Ins.		3,948	2,906	-		1,042
Legal: permits, fees by other agencies		3,948	2,906	-		1,042
Surveys, Testing, Investigation, Inspection		3,948	2,906	-		1,042
Start-up (Incl Railroad Agreements)		3,948	2,906	-		1,042

Professional Services Subtotal    130,767    96,259    14,000    20,508

Contingency    68,641    34,320    8,375    25,946

Finance Charges    21,742    10,871    -    10,871

**TEX Rail Total**    998,780    539,263    171,309    288,208

**Grand Total - All Projects**    \$ 1,061,384    \$562,389    \$171,309    \$327,685

\* The TEX Rail project budget is in year of expenditure dollars and matches the latest FTA project cost submittal.

**Project Title: Vehicle Purchase (23) – FY16**

***Description of Project:***

This project is for the purchase of (23) Gillig CNG buses

Schedule of project cost:		Source of funding:	
Total budget	\$ 10,902,414	Sales tax	\$ 1,853,410
Prior Year Actual Expenses	None	Federal	9,049,004
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 480,000		

***Operating budget effect:***

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

---

**Project Title: Bus Wash**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 560,000	Sales tax	\$ 560,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 560,000		

***Operating budget effect:***

**Routine capital, local funds, operating budget saving from reduced parts and repairs.**

**Project Title: Positive Train Control**

***Description of Project:***

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

Total budget	\$ 16,376,000	Sales tax	\$ 10,126,000
Prior Year Actual Expenses	529,902	Federal	6,250,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 8,026,000		

***Operating budget effect:***

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

---

**Project Title: TRE Double Tracking Mosier Valley Design/Construction**

***Description of Project:***

The T has identified a section of TRE just west of Mossier Valley Road between milepost 623.50 and 625.10 that should be double tracked to improve TRE capacity and reduce delay caused by freight trains. This project is for final design and construction of the proposed double tracking.

Schedule of project cost:		Source of funding:	
Total budget	\$ 3,500,000	Sales tax	\$ 700,000
Prior Year Actual Expenses	None	Federal	2,800,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 3,500,000		

***Operating budget effect:***

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

**Project Title: TRE Grade Crossing**

***Description of Project:***

This TRE project is for grade crossing repairs at Precinct Line Road, Calloway Cemetery Road, Beach Street, and Haltom Road. Additional funds have been set aside for future repairs.

Schedule of project cost:		Source of funding:	
Total budget	\$ 2,000,000	Sales tax	\$ 400,000
Prior Year Actual Expenses	145,964	Federal	1,600,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 1,254,036		

***Operating budget effect:***

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

---

**Project Title: TRE Trinity River Bridge Environmental & Design**

***Description of Project:***

This project is for an environmental study and final design for a new TRE Trinity River Bridge. The T 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.

Schedule of project cost:		Source of funding:	
Total budget	\$ 4,300,000	Sales tax	\$ 3,331,020
Prior Year Actual Expenses	242,245	Federal	968,980
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 4,057,755		

***Operating budget effect:***

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

**Project Title: TRE Next Train Upgrade**

***Description of Project:***

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

Total budget	\$	415,000	Sales tax	\$	415,000
Prior Year Actual Expenses		196,358	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2016	\$	218,642			

***Operating budget effect:***

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

---

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

***Description of Project:***

This project will replace obsolete cameras and other related monitoring equipment. The existing ITC workstation, the installation of 7 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 cost:			Source of funding:		
Total budget	\$	285,000	Sales tax	\$	94,199
Prior Year Actual Expenses		None	Federal		190,801
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2016		None			

***Operating budget effect:***

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

**Project Title: TRE Station ADA Platform Gates**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 207,259	Sales tax	\$ 27,452
Prior Year Actual Expenses	70,000	Federal	179,807
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 137,259		

***Operating budget effect:***

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

---

**Project Title: ADA Accessible Bus Stops**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 718,798	Sales tax	\$ 143,760
Prior Year Actual Expenses	158,522	Federal	575,038
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 200,000		

***Operating budget effect:***

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

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

**Description of Project:**

This project is for the implementation of an automatic voice annunciation system (AVAS) and automatic passenger counters (APC) on all the buses.

Schedule of project cost:		Source of funding:	
Total budget	\$ 2,713,501	Sales tax	\$ 2,268,274
Prior Year Actual Expenses	470,922	Federal	445,227
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 2,242,579		

**Operating budget effect:**

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

---

**Project Title: Interactive Voice Response System FY16**

**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 MITS trip-booking.

Schedule of project cost:		Source of funding:	
Total budget	\$ 518,943	Sales tax	\$ 518,943
Prior Year Actual Expenses	361,048	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 157,895		

**Operating budget effect:**

***Routine capital project, with local funds, operating costs estimated at \$60,600 annually annual operational.***

**Project Title: Multi-Year Transportation Enhancements**

***Description of Project:***

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

Total budget	\$	599,961	Sales tax	\$	119,992
Prior Year Actual Expenses		220,236	Federal		479,969
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2016	\$	274,487			

***Operating budget effect:***

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

---

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

***Description of Project:***

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

Schedule of project cost:			Source of funding:		
Total budget	\$	96,000	Sales tax	\$	96,000
Prior Year Actual Expenses		7,146,047,120	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2016	\$	24,540			

***Operating budget effect:***

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

**Project Title: CNG Station Upgrades**

***Description of Project:***

This project is for the upgrade our CNG facility. The station was built in 1994 and our goal is to have 3 new electric and 2 new gas powered units, in case of a power loss. During FY16, The T will order new dispensers and have the electric work completed, which is necessary for the upgrades.

Schedule of project cost:		Source of funding:	
Total budget	\$ 2,500,000	Sales tax	\$ 2,500,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 500,000		

***Operating budget effect:***

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

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**Project Title: Capital Maintenance – T Facilities FY16**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 648,500	Sales tax	\$ 648,500
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 648,500		

***Operating budget effect:***

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

**Project Title: MITS Vehicles**

***Description of Project:***

This project is for the replacement of five (5) paratransit CNG low floor buses with five (5) options to purchase additional vehicles over the next five (5) years.

Total budget	\$	707,342	Sales tax	\$	120,248
Prior Year Actual Expenses		None	Federal		587,094
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2016	\$	707,342			

***Operating budget effect:***

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

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**Project Title: Staff Vehicles**

***Description of Project:***

This project is for the purchase of transit supervisor vehicles.

Schedule of project cost:			Source of funding:		
Total budget	\$	300,000	Sales tax	\$	300,000
Prior Year Actual Expenses		None	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2016	\$	300,000			

***Operating budget effect:***

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

**Project Title: Capital Maintenance Parking Lots – FY16**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 200,000	Sales tax	\$ 200,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 200,000		

***Operating budget effect:***

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

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**Project Title: Maintenance Vehicles – FY16**

***Description of Project:***

This project is for the replacement of (1) road call/bus stop truck and (1) shelter truck, they have reached their useful life. In addition The T is purchasing a new custodial truck, to meet the going demands at our facilities.

Schedule of project cost:		Source of funding:	
Total budget	\$ 235,000	Sales tax	\$ 235,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 235,000		

***Operating budget effect:***

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

**Project Title: Miscellaneous Equipment – FY16**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 115,500	Sales tax	\$ 115,500
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 115,500		

***Operating budget effect:***

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

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**Project Title: TRE Capital Maintenance – FY16**

***Description of Project:***

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 3,479,546	Sales tax	\$ 3,479,546
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 3,479,546		

***Operating budget effect:***

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

**Project Title: TRE Double Tracking (Tarrant Environmental Study)**

***Description of Project:***

This project is to conduct an environmental study to complete double tracking TRE in Tarrant County.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,500,000	Sales tax	\$ 1,500,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 1,500,000		

***Operating budget effect:***

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

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**Project Title: Company-wide Software System**

***Description of Project:***

This project is for the replacement of our existing company-wide system used to support all aspects of The T's operations including human resources, payroll, accounting, finance, procurement, and maintenance. A consultant will be used to assist with requirement definition, RFP development, proposal evaluations, and implementation management.

Schedule of project cost:		Source of funding:	
Total budget	\$ 5,523,580	Sales tax	\$ 5,523,580
Prior Year Actual Expenses	88,000	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2016	\$ 384,000		

***Operating budget effect:***

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

**Project Title: Automated Fare Collection System**

***Description of Project:***

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

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

Schedule of project cost:

Total budget	\$ 4,000,000
Prior Year Actual Expenses	None

Source of funding:

Sales tax	\$ 4,000,000
Federal	None
Other	None

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

Fiscal 2016	\$ 4,000,000
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***Operating budget effect:***

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

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**Project Title: Lease Improvements**

***Description of Project:***

As The T's anticipated growth into a larger regional transit provider continues to take place, it is recognized that the administrative space at the HRP facility, will no longer accommodate the activities needed to manage, train, and house the staff required to perform daily functions. This project is for the build-out for the new offices.

Schedule of project cost:

Total budget	\$ 100,000
Prior Year Actual Expenses	None

Source of funding:

Sales tax	\$ 100,000
Federal	None
Other	None

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

Fiscal 2016	\$ 100,000
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***Operating budget effect:***

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

**Project Title: Upgrade ITC Conference Rooms**

***Description of Project:***

This project is to upgrade the audiovisual equipment in the Intermodal Transportation Center (ITC) conference rooms.

Schedule of project cost:

Total budget	\$	100,000
Prior Year Actual Expenses		None

Source of funding:

Sales tax	\$	100,000
Federal		None
Other		None

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

Fiscal 2016	\$	100,000
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***Operating budget effect:***

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

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## Glossary

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

**Accessibility** – (1) The extent to which facilities are barrier free and useable by disabled persons, including wheelchair users. (2) A measure of the ability or ease of all people to travel among various origins and destinations.

**Accrual Basis** – Revenue and expenses are recorded in the period in which they are earned or incurred.

**Alight** – To get off a transit vehicle.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

**Department of Transportation (DOT)** – The Cabinet level Department of the federal government that is responsible for administration of general transportation programs including public transportation, highways,

railroads, air transportation, shipping, and the coast Guard. Each state also has a department of transportation.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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## Transit Acronyms

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

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

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

## Fares Effective December 2, 2012

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

**MITs Paratransit: \$3.25 one-way.**

### Explanation of Fare Types

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

#### **To Purchase A Reduced Fare:**

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

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

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

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