



BOARD WORKSHOP

MARCH 2, 2022

February 24, 2022

Dear Members of the Trinity Metro Board:

Thank you for agreeing to set aside next Wednesday morning for a discussion of our capital projects and related matters.

We'll have coffee and a light breakfast starting at 7:15AM and will begin discussions at 8:00AM. This will be a publicly announced meeting for the board room at our Grove Street headquarters.

We have a hard stop at noon, however, senior management will remain available should any one like to have further discussions.

The first session is estimated at 90 minutes, and the first tab in the binder contains background information on our 2022 business plan and budget. Our department leaders will do a very brief outline of their areas and will follow the order found in the binder. Questions or observations are encouraged. Beginning on page 169 is a glossary and list of acronyms for your reference if needed.

The next section is a more detailed look at the major capital projects we have on our plate. Whether you have been on the board for several years or new, we look at this portion of the morning as an opportunity for all board members to be brought up to speed on where we are today. This discussion will help your management team to better understand your priorities.

It is also our hope that this second half of the morning will provide a good understanding of our capital projects, opportunities, and constraints. Our goal is for you to be able to make informed policy decisions with good data as your management team presents options and recommendations to you in the months and years ahead.

Thank you again for agreeing to devote your time to this effort. We'll do everything we can to respect your time commitment by being well-prepared and concise in our presentations.

Sincerely,



Paul J Ballard
President &
Chief Executive Officer





BUSINESS PLAN ANNUAL BUDGET FY 2022

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Fiscal 2022 Business Plan and Budget

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FISCAL 2022 BOARD OF DIRECTORS



Jeff Davis
Chairman



Tito Rodriguez
Vice Chairman



Teresa Ayala
Secretary



Michael Crain
Member



Charles Edmonds
Member



Nicolo Genua
Member



Alan Hooks
Member



Sharla Horton-Williams
Member



Chris Nettles
Member



Benjamin Robertson
Member



Paul Slechta
Member

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January 2022

Board of Directors
Trinity Metro

As President & Chief Executive Officer, it is an honor to present Trinity Metro's fiscal year 2022 Business Plan and Annual Budget. We begin the new fiscal year during a time when we are still affected by the COVID-19 pandemic. Despite the challenges the authority faced we not only maintained service with minimal disruptions, we also managed to implement the redesign of our entire bus system known as "A Better Connection."

Fiscal year 2021 was also filled with other significant accomplishments. We implemented our Diversity and Inclusion program in April. We are committed to embracing diversity and upholding our organizational value of respect. We are committed to a workplace culture and customer experience that values and promotes diversity, inclusion and equal employment opportunities. We value a work environment free of harassment and hostility, with equitable customer treatment and service delivery. I firmly believe that sustaining and celebrating a workplace culture of diversity, inclusion and respect are critical to Trinity Metro's success. By reflecting the growing diversity in our community we serve, we will be better prepared to implement effective procedures, programs and policies that improve outcomes for all employees, customers and the community.

TEXRail celebrated its third year anniversary, and we expanded our innovative "first mile/last mile" service known as Trinity Metro ZIPZONE by expanding the zones in which they operate. Through public and private partnerships, Trinity Metro has provided this innovative solution to many of our riders who do not have a way to get from their bus stop/station to their final destination via on-demand rideshare services.

These service expansions show our dedication to providing efficient and cost-effective service throughout all areas of Tarrant County. We will continue to work on introducing service to other unserved or underserved areas as well as new and expanded modes of service. As our region continues to evolve, we must evolve with it. I know that we will continue to see great growth as we move into fiscal 2022.

Business Plan

The fiscal 2022 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 2022 goals. These goals provided the framework for the development of the fiscal 2022 budget. Department heads applied the goals to their areas and developed departmental business plans. The combination of the departmental business plans represents Trinity Metro's fiscal 2022 Business Plan, which drives the Annual Budget and formalizes Trinity Metro's vision for the year and beyond. This

document outlines the fiscal year 2022 operating budget and planned capital expenditures, which will further enhance Trinity Metro's ability to provide efficient, reliable, and cost-effective transportation services.

Trinity Metro's Business Plan also includes operational goals, such as improving service productivity and reducing customer service complaints and concerns. We are additionally committed to continuing our employee wellness program, which is designed to improve the health of our employees and to reduce group health insurance premiums over time. Our on-site health clinic has been especially important during these difficult times by providing Trinity Metro's employees and eligible dependents convenient access to comprehensive healthcare services during the pandemic.

Operating Budget

The fiscal 2022 budget reflects the vision and strategic goals of Trinity Metro to provide effective and reliable multi-modal transportation to the citizens of Tarrant County. The Annual Budget converts the Business Plan's strategic goals into financial information that is measured during the year against actual results. These results are communicated monthly to our Board of Directors and other stakeholders, assuring we stay on target.

Trinity Metro's Board of Directors adopted the fiscal 2022 Annual Budget on September 20, 2021. The Annual Budget includes the Operating and Capital budgets. Total operating revenue is defined as all revenue except capital grant reimbursements. Operating revenue is budgeted at \$129.1 million. Sales tax and operating grant revenues are Trinity Metro's main sources of revenue representing approximately 63% and 30%, respectively, of the total operating revenue budget.

Some of the major issues that impacted the formulation of the fiscal 2022 budget are operating expenses which are budgeted at \$129.1 million, which is an increase of \$12.4 million, or a 10.6% increase from the fiscal 2021 actual results.

Capital Budget

Trinity Metro's total capital budget of approximately \$1.2 billion consists of all projects that we have identified and are able to estimate the cost, whether they are near completion or will be started at some future date. Trinity Metro's projected capital expenditures for fiscal 2022 are \$103.1 million; and Trinity Metro's share, from local funds, is expected to be \$31.5 million.

The multi-year TEXRail project is included in the capital project budget with a significant portion of the project funded by the Federal Transit Administration (FTA) and other partners. Although TEXRail is has been in revenue service since January of fiscal 2019, there is still minor work to be completed. Our current estimate is that the TEXRail project will be completed under budget once all work is done.

TEXRail is not the only project included in Trinity Metro's fiscal 2022 Business Plan. Some of the more significant projects are:

- **TRE Trinity Lakes Station:** a construction project for a new TRE station in East Fort Worth that will anchor transit-oriented development. Trinity Metro has partnered with Newell Companies, which has set aside 200 acres for a mixed-use development adjacent to the rail station;
- **Grove Street Design and Construction:** a construction project for the renovation of the 801 Grove Street building that will be the site of Trinity Metro's new headquarters with the anticipated move in date of December 2021;
- **Electric Bus Expansion:** a project to purchase two additional electric buses for Trinity Metro's The Dash route and to construct an additional charging station at Fort Worth Central Station;

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

Sincerely,

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

Paul J. Ballard

President & CEO

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List of Principal Officials

Board of Directors

Jeff Davis, Chairman
Tito Rodriguez, Vice Chairman
Teresa Ayala, Secretary

Michael Crain
Charles Edmonds
Nicolo Genua
Alan Hooks
Sharla Horton-Williams
Chris Nettles
Benjamin Robertson
Paul Slechta

Administration

President & Chief Executive Officer	Paul Ballard
Vice President/Chief Operating Officer of Bus and Paratransit	Wayne Gensler
Vice President/Chief Operating Officer of Rail	AJ Arjanen
Vice President/Chief Financial Officer	Fred Crosley
Vice President of Customer Experience	Detra Whitmore
Vice President of Human Resources	Kelli Shields
Vice President of Marketing and Communications	Melissa Chrisman
Vice President of Planning and Development	Chad Edwards
Director of Fort Worth Bike Sharing	Jennifer Grissom
Deputy Chief Operating Officer of Rail	Reed Lanham
Chief Safety Officer	Jessica Powers
Senior Director of Information Technology	Bruce Lewis
Senior Director of Procurement	Sherry Lee
Director of Communications	Laura Hanna
Director of Facilities Maintenance	Carrie Weir
Director of Governmental Relations	Steve Montgomery
Director of Information Technology, Special Projects	Keith Kunkle
Director of Maintenance	Bill Lambert
Director of Marketing	Glenn Miller
Director of Paratransit & Contracted Services	Carla Forman
Director of Planning	Phil Dupler
Director of Security	Kevin Hunt
Director of Training	Sam Worman
Controller	Vacant
Controller, Special Projects	Christopher Grenier

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Executive Management Staff



Paul J Ballard
President & CEO



Wayne Gensler
VP & COO of Bus & Paratransit



Detra Whitmore
VP of Customer Experience



Fred Crosley
VP of Finance and CFO



Kelli Shields
VP of Human Resources



Chad Edwards
VP of Planning & Development



Melissa Chrisman
VP of Marketing & Communications



Jon-Erik "AJ" Arjanen
VP & COO for Rail



Jennifer Grissom
Director of Fort Worth Bike Sharing



Bruce Lewis
Sr. Director of Information Technology



Sherry Lee
Sr. Director of Procurement



Steve Montgomery
Director of Governmental Relations

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Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Fort Worth Transportation Authority, Texas, for its Annual Budget for the fiscal year beginning October 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Fort Worth Transportation Authority
Texas**

For the Fiscal Year Beginning

October 01, 2020

Christopher P. Morill

Executive Director

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TRINITY METRO MISSION STATEMENT

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

Company Goals

The fiscal 2022 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 2022 short-term goals. These goals provided the framework for the development of the fiscal 2022 budget.

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

- **Provide an Outstanding Customer Experience:**
 - Develop service which is perceived as safe, clean, reliable, and competitive with an automobile
 - Design convenient service that meets the needs of the community
 - Improve efficiency by providing more frequent service and longer service hours
 - Improve ease of ride by simplifying routes
 - Educate the community through programs such as Transit 101 and Operation Lifesaver
 - Benchmark and meet performance and departmental goals
 - Continue to invest in the latest technology to increase safety, innovation and provide better service

- **Maintain Positive Organizational Culture:**
 - Encourage an open culture of communication and inclusion throughout all levels of the organization
 - Continue to be a top employer in the community
 - Increase staff retention by improving and adding employee benefits
 - Engage and educate healthy lifestyles to all employees by promoting the Trinity Metro Wellness Program
 - Continue to invest in the professional development of staff by providing on-site and off-site training opportunities
 - Encourage employees to seek out higher levels of education and to join professional organizations
 - Continue to promote diversity and inclusion within the organization and ensure all staff has participated in the diversity and inclusion training.

FISCAL 2021 ACCOMPLISHMENTS

The following is a list of accomplishments achieved by Trinity Metro during fiscal 2021. This list represents the more significant accomplishments of the organization and it includes those which relate to Trinity Metro's mission statement and the expressed organizational goals which formed the basis of the Business Plan. It is important to understand the organization's most recent accomplishments, in order to gain an understanding of what needs to be accomplished in fiscal 2022 and beyond.

Major Accomplishments in Fiscal 2021

- Implementation of A Better Connection, which was a redesign of the entire bus fleet system.
- Implementation of a formal tailored Diversity and Inclusion program.
- Expansion of ZIPZONE service in the Alliance, Mercantile, Near Southside and South Tarrant service areas.
- Approximately 40,000 free rides were provided to job seekers.
- TEXRail earned PTC System Certification.
- Maintained a high level of cleanliness and use of personal protective equipment.
- TEXRail was named the APTA Commuter Rail Gold Award winner for COVID Safety.

Completion of Major Capital Projects in Fiscal 2021

- Completion of the employee Wellness Center remodel.
- Installation of Thermal Scanners at key locations.
- Updates to the GoPass app.
- Purchase of twenty forty-foot buses and four thirty-foot buses to replace older fixed route vehicles.
- Purchase of seven thirty-foot paratransit vans to replace older vehicles.
- Purchase of twelve mini-movers vehicles.
- Dell Server and Firewall upgrades for enhanced cybersecurity.
- HVAC rooftop replacements for the HRP facility.



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FISCAL 2022 BUSINESS PLAN INTRODUCTION

Overview

The Fort Worth Transportation Authority dba Trinity Metro is a regional transportation authority of the State of Texas, created pursuant to Chapter 452 of the Texas Transportation Code, and confirmed by a public referendum on November 8, 1983. At the time of inception, a \$.0025 or one-fourth cent sales tax was imposed on certain retail sales within the City of Fort Worth in order to provide a stable funding source for mass transit operations. As called for on the original ballot, the sales tax rate was increased to \$.0050 or one-half cent in January 1989. For the first several years of its existence, Trinity Metro provided services only to Fort Worth. However, in November 1991, voters in the City of Lake Worth approved a \$.0050 or one-half cent sales tax rate increase for the purpose of joining the transportation system. The communities of Blue Mound and Richland Hills followed suit in May of 1992. Effective September 13, 2003, voters in the City of Lake Worth elected to withdraw as a member of the transportation system. Effective November 8, 2016, voters in the City of Richland Hills elected to withdraw as a member of the transportation system.

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

Trinity Metro has specific legal authority defined in the State enabling legislation. Effective October 1, 2015, the nine-member Board of Directors was increased to eleven members, with eight members appointed by the Fort Worth City Council and three members appointed by the Tarrant County Commissioners Court. The Board of Directors establishes policies, reviews and adjusts services, develops and maintains a long-range service plan, approves all purchases exceeding \$50,000, and ratifies Trinity Metro's Operating and Capital Budgets.

The President & Chief Executive Officer is a Trinity Metro employee who works directly for the Board of Directors. Approximately 230 employees also work for Trinity Metro, under the President and Chief Executive Officer's direction. Pursuant to a contractual agreement, RATPDev manages the remaining employees, who work for the Operations, Access and Maintenance Departments.

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

Trinity Metro’s Service Area

Demographics

Trinity Metro’s service area includes the cities of Fort Worth and Blue Mound, both located in Tarrant County, an urban county located in north-central Texas. The area encompasses 343.44 square miles and excludes Grapevine. Tarrant County’s 2020 population was 2,110,640. The Texas Demographic Center projects Tarrant County’s population for 2021 to be 2,178,720 and for its 2022 to be 2,214,148. Tarrant County is the third-most populous county in the state of Texas, behind Dallas and Harris Counties with a population of 87.4 per square mile.

Key Demographic Facts	
Medium Age	34
High School Graduate or Higher	86.1%
Bachelor’s Degree or Higher	32.3%
Individuals Below Poverty Level	10.2%
Total Housing Units	791,743
Medium Household Income	\$67,700
Foreign Born Population	16.1%
Veterans	108,329

Source: United States Census Bureau

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

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

Source: United States Census Bureau

(a) Includes persons reporting only one race

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

Economy

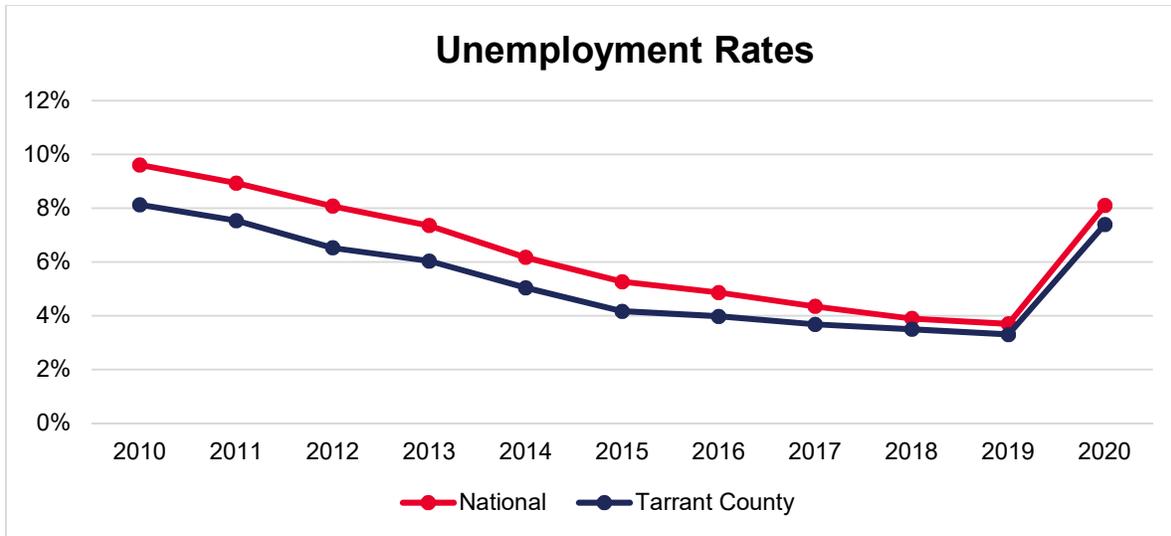
Today much of the flavor and attitudes that are the history of Fort Worth live on. The frontier has changed, but not the pioneering spirit. Fort Worth is now home to a diverse spectrum of businesses. Cattle and agriculture, as well as aerospace companies and defense contractors, play a major role in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

Employment in the region continues to be strong. According to the Bureau of Labor Statistics, local nonfarm employment rose 5.5% from September 2020 to September 2021.

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

Source: Fort Worth Chamber of Commerce - Economic Development

The national unemployment rate for September 2020 was 8.1%. The unemployment rate for Tarrant County was 7.4%. The sharp increase in unemployment rates is the result of COVID-19, which cause many businesses to close operations as they struggled with lockdowns due to the pandemic. The following table below shows a comparison of the national unemployment rate compared to the unemployment rate in Tarrant County.



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
National	9.6%	8.9%	8.1%	7.4%	6.2%	5.3%	4.9%	4.4%	3.9%	3.7%	8.1%
Tarrant County	8.1%	7.5%	6.5%	6.0%	5.0%	4.2%	4.0%	3.7%	3.5%	3.3%	7.4%

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

Local History and Culture

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

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

Arts and Education

Tarrant County excels in the arts and education. Tarrant County is served by 20 independent school districts and is home to many institutions of higher learning. Fort Worth is also home to many libraries, museums, and centers for the arts. Located west of downtown Fort Worth is the Cultural District, served by route 2, 42, 43, and the Dash, is home to the Amon Carter Museum of American Art, the Kimbell Art Museum, the

Modern Art Museum of Fort Worth, restaurants, entertainment venues, and parks and trails.

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

Location	Routes
Amon Carter Museum of American Art	The Dash, 2 & 52
Bass Performance Hall	The Dash & Molly
Kimbell Art Museum	The Dash, 2 & 52
Modern Art Museum of Fort Worth	The Dash, 2 & 52
TCC Northeast Campus	23
TCC Northwest Campus	45
TCC South Campus	54
TCC Southeast Campus	67X
TCC Trinity River Campus	46
Texas A&M University School of Law	89 SPUR
Texas Christian University	53 & 24
Texas Wesleyan University	4
UNT Health Science Center	The Dash & 2



Recreation

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

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

Location	Routes
Fort Worth Botanic Gardens	53
Fort Worth Stockyards	12, 15, & 45
Hulen Mall	29, 51, 52, & 66X
La Gran Plaza Mall	1, 25, 29, 33, & 72
Montgomery Plaza	The Dash & 2
Ridgmar Mall	51 & 91
The Fort Worth Zoo	53



Trinity Metro's Services

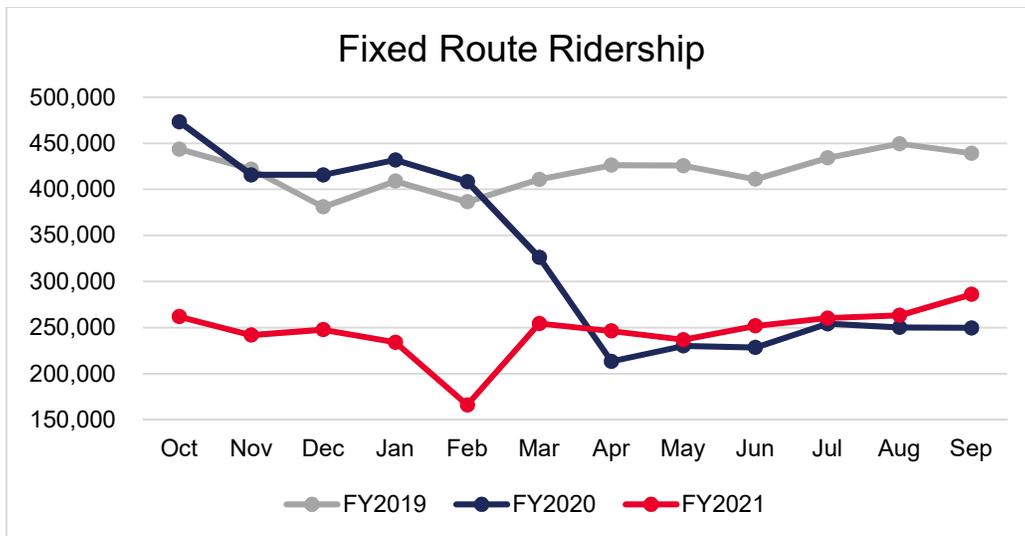
Fixed Route

Trinity Metro operates 39 independent fixed routes. Six routes have service up to every 10-15 minutes, twelve routes have service up to every 30 minutes, nine routes have hourly service, seven routes are Xpress/Limited service, and five are specialty services.

Trinity Metro's fleet consists of 156 100% Compressed Natural Gas buses and received the Outstanding Fleet Recognition Dallas-Fort Worth Clean Cities Award in fiscal 2018. In fiscal 2019 Trinity Metro acquired four all-electric buses for its "The Dash" circulator, which travels between downtown Fort Worth to the 7th Street corridor and the Cultural District.



In fiscal 2021, total fixed route ridership was 2,952,079. This was a 946,060, or 24.3% decrease from fiscal 2020, driven roughly due to the impact of the COVID-19 pandemic.



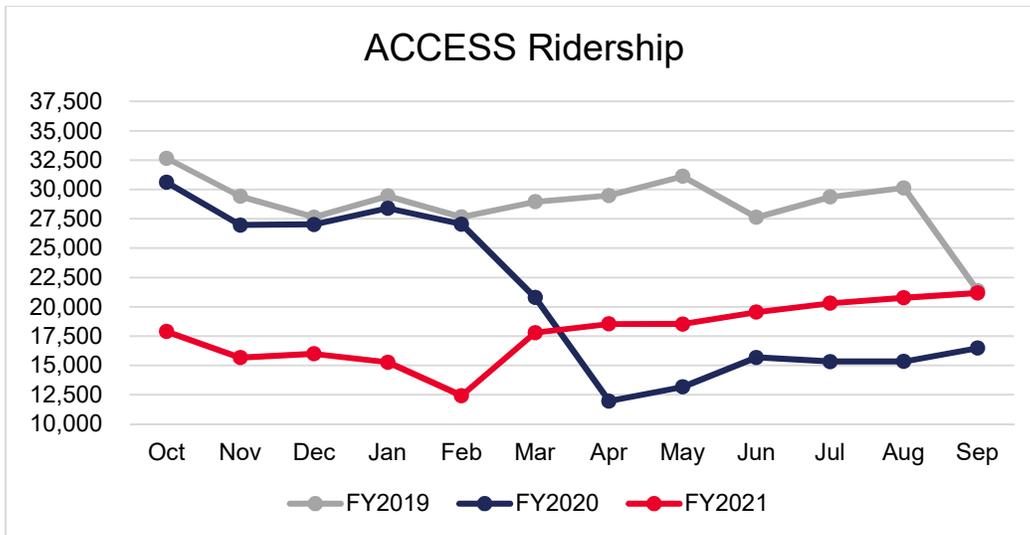
Trinity Metro ACCESS

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

ACCESS service operates on a daily schedule seven days a week that is comparable to fixed route bus service.



In fiscal 2021, total ACCESS ridership was 213,978. This was a 34,873, or 14.03% decrease from fiscal 2020, driven roughly due to the impact of the COVID-19 pandemic.



Trinity Railway Express (TRE)

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

TRE operates on the former Rock Island line purchased by the cities of Dallas and Fort Worth in 1983. The cities deeded the line over to Trinity Metro and DART, who developed and now manage the TRE route. The 34-mile route serves 10 stations and is anchored at each end by restored railroad stations: EBJ, built in 1916, and the Fort Worth T&P Station, an art deco structure, opened in 1931.

TRE has acquired and refurbished seven F-59 locomotives and twelve bi-level cars from Toronto, Canada's GO Transit. TRE has acquired two new F-59 PHI locomotives and 13

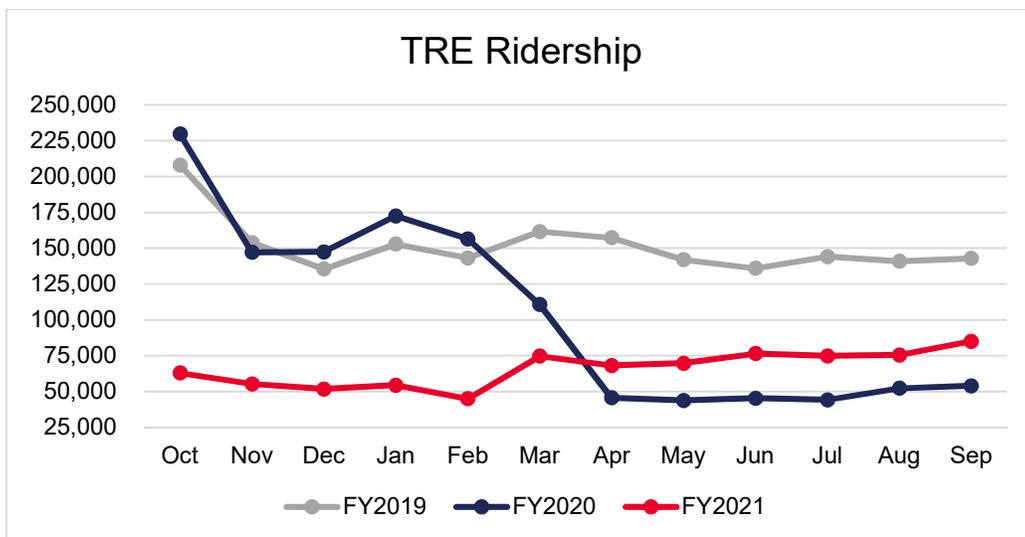
bi-level cars as ridership increased. The current fleet is 25 bi-level coaches and 9 locomotives.

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

Connecting transit service is offered at all stations. In addition, a free shuttle bus service is provided from CentrePort to DFW Airport. Special event service to and from Victory Station is offered for most events (e.g. professional sports and concerts) via regularly scheduled eastbound trains and westbound trains scheduled to depart 20 minutes after the event. In addition, TRE operates special Sunday service to the Texas State Fair via a connection with DART Light Rail Train (LRT) and to the Fort Worth Main Street Arts Festival.



In fiscal 2021, TRE boarding provided 749,396 passenger trips. This was a 455,089, or 36.4% decrease from fiscal 2020, driven roughly due to the impact of the COVID-19 pandemic.



TEXRail

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

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

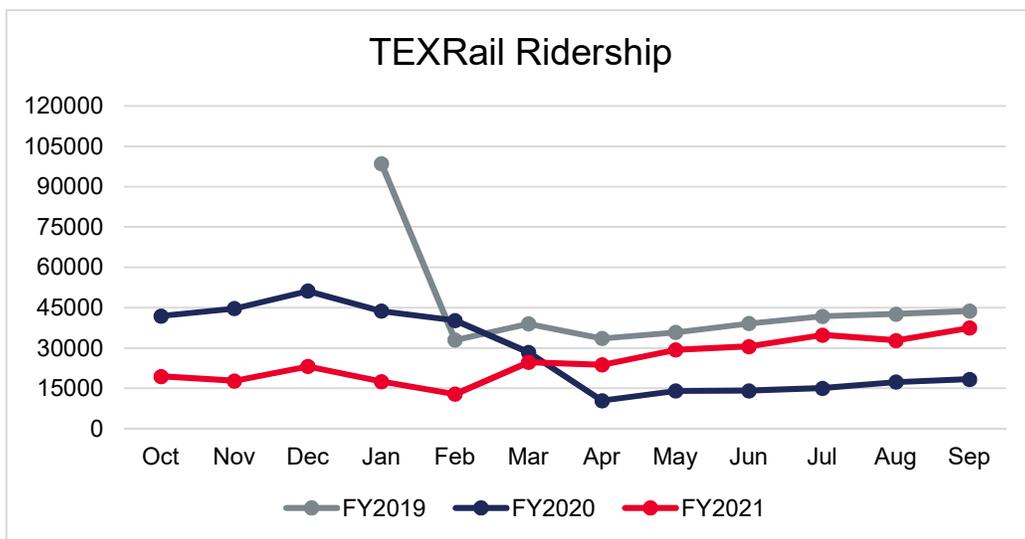
The TEXRail route follows existing rail lines from downtown Fort Worth, northeast through North Richland Hills to downtown Grapevine, and then into the north entrance of Dallas/Fort Worth (DFW) International Airport. Estimated travel time from T&P Station to DFW International Airport, Terminal B is approximately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

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

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



During TEXRail’s first month of service TEXRail offered free rides to provide the opportunity for the citizens of Tarrant County to ride the service causing an abnormally large ridership count. After the first month of free rides ridership stabilized and began to see steady increases month over month. Ridership began to decline in fiscal 2020 due to the COVID-19 pandemic but has started to recover and is beginning to return to pre-pandemic level. In fiscal 2021, TEXRail boarding provided 304,545 passenger trips. This was a 35,463, or 10.4% decrease from fiscal 2020, driven roughly due to the impact of the COVID-19 pandemic.



Trinity Metro Vanpool

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

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

Trinity Metro ZIPZONE

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

Currently, Trinity Metro ZIPZONE services are available in the Alliance, Mercantile, Near Southside, and South Tarrant county.



The Dash

The Dash is Trinity Metro’s first electric bus that takes passengers from downtown Fort Worth to the 7th Street corridor and the Cultural District. The buses feature a perimeter seating arrangement that allows for a comfortable and engaging way to interact with other passengers. The buses are also equipped with USB ports underneath the seats and an infotainment system that allows for additional advertising opportunities and recognition of our partners.



NETS and TCTS

Additionally, Trinity Metro provides transportation services outside its service area through federal grant programs designed to assist non-member cities with their transportation needs such as the North East Transportation Services (NETS) and Tarrant County Transportation Services (TCTS).

- **NETS** provides rides for the elderly or disabled persons within the city limits of Bedford, Euless, Grapevine, Haltom City, Hurst, Keller, and North Richland Hills. Trinity Metro has an Interlocal Agreement with NETS to administer the NETS program, and Catholic Charities provides the service through a contract with Trinity Metro.

- **TCTS** provides rides for the elderly or disabled. This service is for residents within Tarrant County, but outside of Trinity Metro's service area. Catholic Charities is the provider, and Trinity Metro oversees the operation.

Guaranteed Ride Home Program

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

EASYRIDE Program

EASYRIDE is Trinity Metro's discount transit program that provides cost savings to organizations that use transit.

Organizations complete an agreement with Trinity Metro and Trinity Metro provides a unique promo code for each organization in order to access a 25% discount on transit tickets accessible by a unique promo code for on-line ticket purchases or verified in-person sales. Participants in EASYRIDE can choose services from Trinity Metro, Trinity Railway Express, Dallas Area Rapid Transit, and Denton County Transportation Authority. Currently, there are 73 participating companies and over 50 nonprofit organizations.

Program Benefits

- Improve employee recruitment and retention by offering transit discounts as part of their benefits package
- Reduce traffic congestion
- Reduce parking costs and capacity needs
- Lower stress level for employees
- Show commitment to sustainability
- Attain dependable transportation
- Eliminate parking expenses and hassles
- Improve health by walking or riding your bike to your stop
- Reduce stress, vehicle wear-and-tear, and traffic congestions

Business

Fiscal 2022 Disadvantaged Business Enterprise (DBE) Goals

As a recipient of Federal Transit Administration (FTA) funding, Trinity Metro is required to have in place a Disadvantaged Business Enterprise (DBE) program, which is designed to remedy the effects of past discrimination and facilitate the participation of minority and women-owned businesses in Trinity Metro's federally funded Contracts.

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

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

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

Fiscal 2022 Federal Grants

Grants administration receives Federal funding for a variety of projects that range from rail construction projects, bus capital, transit enhancements, ridesharing, mobility management and express shuttles. In fiscal year 2021, Trinity Metro managed over \$167,626,407 in obligated Federal funds. The Vice President of Planning and Development is responsible for identifying funding for the capital budget, managing and monitoring the implementation of awarded grant funds and compliance of grant-funded programs. The following are the fiscal year 2022 goals for the grants department:

- Procurement of sustainable transit vehicles and infrastructure
- Launch grant management software
- Research non-traditional funding opportunities
- Close-out grants in a timely manner

Facilities

Fort Worth Central Station (FWCS) at 9th and Jones Streets, is Trinity Metro's downtown transit center which provides customers with options for purchasing tickets or receiving information. From FWCS riders can connect to Trinity Metro's bus services, Fort Worth Bike Sharing, TRE, and TEXRail. Enterprise Rent-A-Car, Amtrak, Greyhound Bus Lines, and Subway also lease space at the FWCS. The Fort Worth Central Station Community

Room is located on the second floor of the FWCS and is available to rent for meetings and conferences, with a maximum capacity of 170.

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

The 801 Grove Street building on Grove and East 7th Streets, is a five-story, 49,815 square foot building that was built in 1908, and newly renovated in 2010. In August 2017, Trinity Metro purchased the building and is planning on converting the building into its new headquarters. Trinity Metro estimates moving into its new headquarters in December 2021.

Trinity Metro owns and operates three bus transfer centers, Dr. Dennis Dunkins Transfer Center at 4104 East Lancaster Avenue, La Gran Plaza Transfer Center at 4200 South Freeway and Sierra Vista Transfer Center at 1500 E Berry St. In addition, there are convenient transfer points with multiple routes adjacent Hulen Mall and Ridgmar Mall. These facilities provide comfortable passenger amenities, while efficiently transferring our customers to other parts of Trinity Metro's service area.

There are five TRE stations in Tarrant County:

- **Texas and Pacific (T&P) Station** at Lancaster and Throckmorton Streets. Wood Partners Group developed condominiums on the upper floors, above Trinity Metro's main waiting room.
- **Fort Worth Central Station (FWCS)** at 9th and Jones Streets. This station provides connections to Trinity Metro's bus routes and TEXRail.
- **Richland Hills Station** at Handley-Ederville Road and Highway 121. This station is set to close and will be replaced by the new Trinity Lakes station in fiscal 2023.
- **Bell Station** at Bell Helicopter Boulevard of Highway 10. This station sits across from Bell Helicopter.
- **CentrePort/DFW Airport Station** off Highway 360 just south of Dallas/Fort Worth (DFW) Airport. This station has an expanded parking lot and shuttle service to DFW Airport. Trinity Metro provides service to CentrePort employers with route 30.

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

The other seven stations are as follows:

- **North Side Station** at 2829 Decatur Avenue which connects to the Historic Stockyards through routes 12 and 15.
- **Mercantile Center Station** at 4233 North Beach Street. which connects to Trinity Metro ZIPZONE in the Mercantile area and bus route 11, 12, and 16.
- **North Richland Hills / Iron Horse Station** at 6351 Iron Horse Boulevard.

- **North Richland Hills / Smithfield Station** at 6420 Smithfield Road.
- **Grapevine / Main Street Station** at 801 South Maint Street - at the heart of downtown Grapevine. Trinity Metro customers can connect to the Grapevine Shuttle from this station.
- **DFW Airport North Station** at 1867 Dallas Road.
- **DFW Airport Terminal B Station** at Dallas/Fort Worth International Airport



Fort Worth Central Station (FWCS)



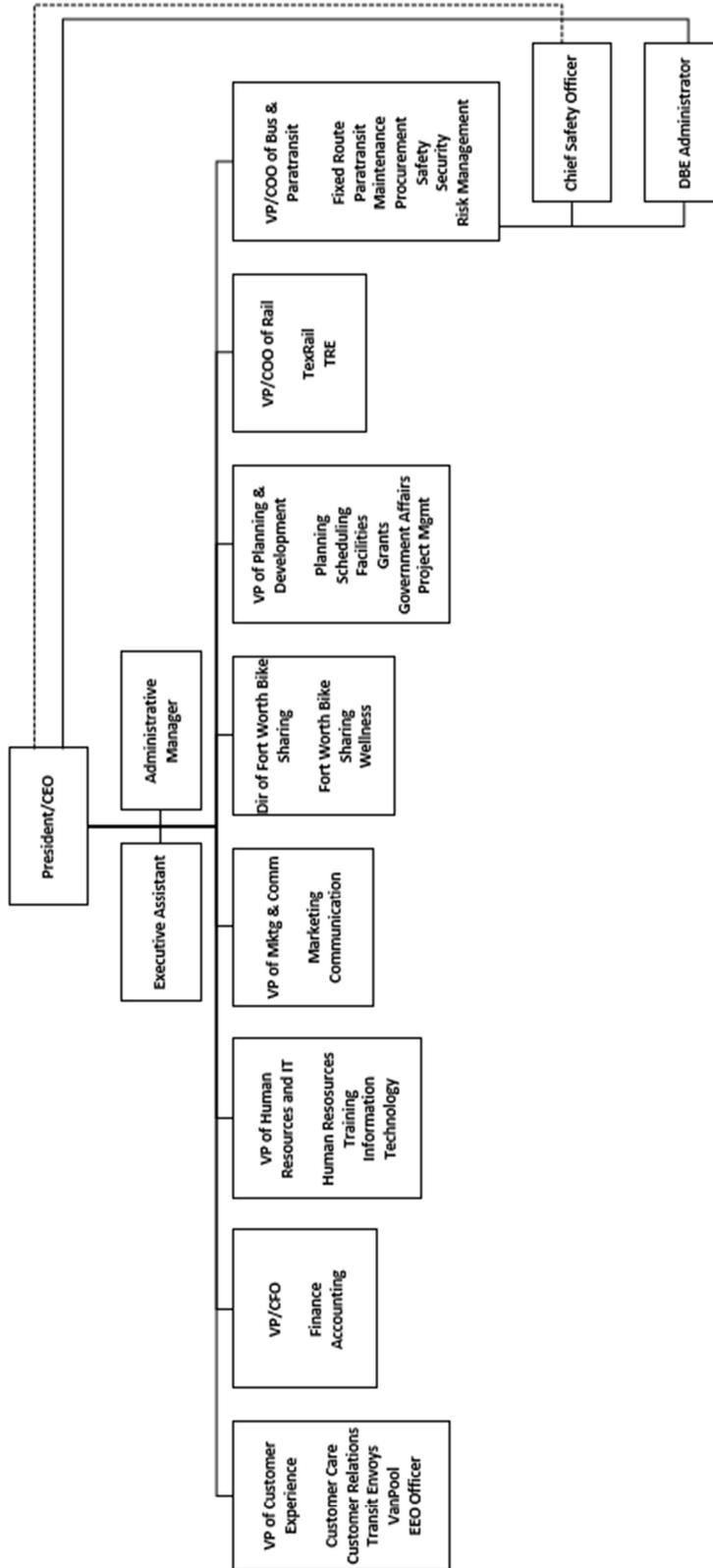
Mahaffey Maintenance Facility (MMF)



*Hershel R. Payne Transportation Complex
(HRP)*

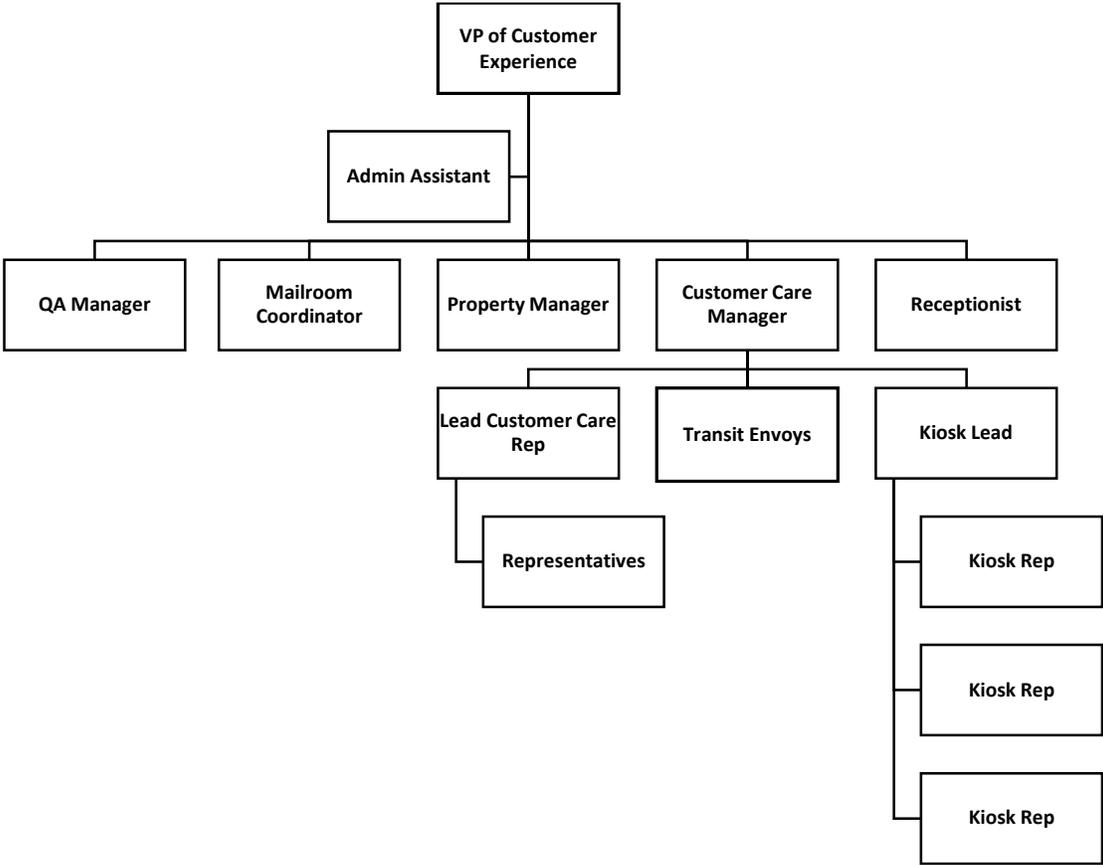
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ORGANIZATIONAL CHART



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Customer Relations



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Customer Relations

Functions and Responsibilities

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

FY2021 Accomplishments

- **Increase Support for Transit:**
 - Built meaningful partnership with key stakeholders that resulted in support for Trinity Metro's mission and vision by attending community events.
 - Community presentations to chambers, business leaders, and other municipalities on transit values three times a year.
 - Forest Hill
 - River Oaks
 - Sedona Village
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Participated in community activities that will benefit transit by volunteering in four events.
 - Created the ENVOY Travel Training program
 - Provided travel training to individuals wishing to utilize transit for their daily commute.
 - Provided Trinity Metro schedules and brochures of its services to community organizations, businesses, schools, and through individual requests.
 - Partnered with the City of Fort Worth in the Cowtown Great American Clean Up event.
- **Provide an Outstanding Customer Experience:**
 - Continued to promote the Adopt-a-Stop program that resulted 70 bus stops being adopted and exceeding our goal of 40 bus stops adopted by the end of the year.
 - Continued to provide customer service on rail platforms and at bus stops with Transit ENVOYs when new service is introduced or when there are service interruptions.
 - Participated in the ABC outreach efforts by conducting over 1500 passenger surveys to obtain feedback from our riders.

- **Maintain Positive Organizational Culture:**
 - Wrote and presented the agency's Diversity and Inclusion statement that was adopted by the Board of Directors under Resolution 2021-09.
 - Created the agency's Diversity and Inclusion Program
 - Trained over 300 employees on Diversity and Inclusion
 - Ensured all new employees were provided Customer Service training.
 - Created the WOW! Moment employee appreciation program.
 - Celebrated the two-year anniversary of the ENVOY program.

FY2022 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Create a Customer Advisory Committee by April 2022.
 - Build meaningful partnerships with key stakeholders that result in support for Trinity Metro's mission and vision by attending community events.
 - Host a joint meeting with Trinity Metro and the City of River Oaks to obtain customers' feedback on transit services.
 - Create Transit ENVOY Volunteer Program consisting of 10 transit enthusiast people who demonstrate excellent customer service skills.

- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Focus on Seniors for transit to help them to be more independent and confident while using transit.
 - Work with Young Women's Leadership Academy to educate students about transit.
 - Work with Fort Worth ISD to educate students about transit.
 - Work with community social services groups to education new citizens and their clients about transit.
 - Host a Chamber Day on Transit with the Metropolitan Black Chamber of Commerce Board of Directors and Southeast Fort Worth, Inc. Board of Directors.
 - Represent Trinity Metro on Chamber Boards.

- **Provide an Outstanding Customer Experience:**
 - Promote our Adopt-a-Stop program by exceeding our goal of 70 bus stops adopted by the end of the year.
 - Continue to provide customer service on rail platforms and at bus stops with Transit ENVOYs when new service is introduced or when there are service interruptions.
 - Respond to customer complaints/or concerns within three to five days.
 - Decrease customer complaints by 10%
 - Increase employee commendations by 10%

- **Maintain Positive Organizational Culture:**
 - Complete all Diversity and Inclusion training by December 2021.
 - Create a Diversity and Inclusion Strategic Plan.
 - Create a Diversity and Inclusion Committee by February 2022.
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.
 - Be recognized as Top 100 Places to work in DFW.
 - Provide team members tools to be successful by installing a new POS system at the kiosk.
 - Work with Marketing to create a Diversity and Inclusion landing page.

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Customer Care

Functions and Responsibilities

The function of the Customer Care department is to provide customer information for Fixed Route bus service, TEXRail, TRE commuter rail, ZIPZONE, Fort Worth Bike Sharing, and Trinity Metro ACCESS paratransit service via telephone and internet. Customer Care handles customer inquiries regarding trip planning, suggestions, complaints, and maintains the lost and found items. Customer Care also collaborates with Trinity Metro ACCESS dispatchers regarding ACCESS services and schedule trips.

FY2021 Accomplishments

- **Increase Support for Transit:**
 - Supported the implementation of new routes.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Answered all customer questions within 3 business days.
- **Provide an Outstanding Customer Experience:**
 - Celebrated the customer care team and their dedication during National Customer Service Week.
 - Encouraged participation in the Call Center Challenge during our local Rodeo.

FY2022 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - The Customer Care team will ride each new ABC route during their monthly QAPs.
 - Increase staffing by 1-3 additional Customer Care Reps to keep service times/wait times within goal.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Answer all customer questions within 3 business days.
 - A Customer Care Rep will attend Planning meetings as they occur for new route information.
 - The Customer Care team will receive missed trip and service interruptions as they occur from Dispatch.
- **Provide an Outstanding Customer Experience:**
 - 100% participation in the QAP program.
 - All team members to complete Customer Service Training
 - Average Wait Time of 1 minute or less.

- Quarterly meetings with Operations and ACCESS departments to foster good communications within the teams.
- **Maintain Positive Organizational Culture:**
 - Call Center Challenge competition during the ROADEO.
 - Celebrate Customer Care Team and their service during National Customer Service Week.
 - Create an inclusive workplace environment
 - Quarterly meetings with team members
 - Improve workplace environment by installing new cubicles for the Customer Care Team.
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

Vanpool

Functions and Responsibilities

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

FY2021 Accomplishments

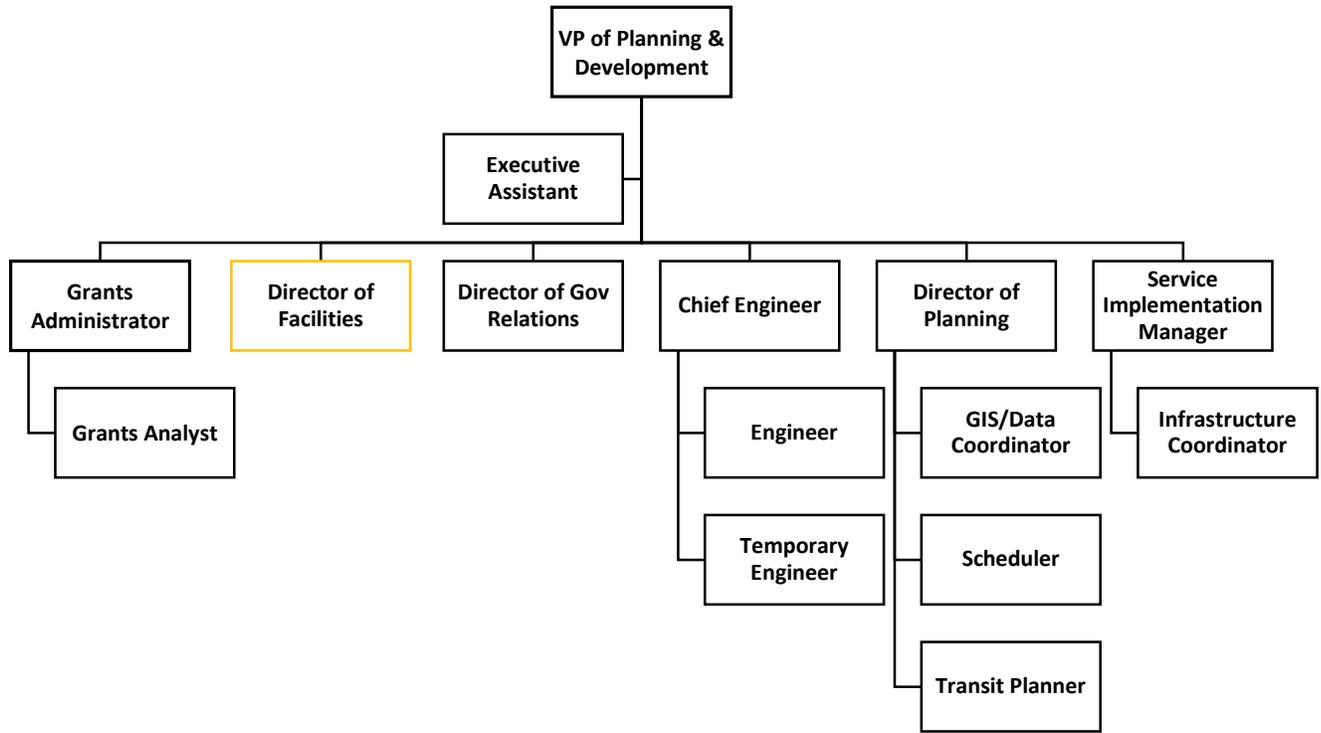
- **Increase Support for Transit:**
 - Created 11 new vanpool groups.
 - Maintained a vanpool capacity percentage of 75%
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Continued to promote our vanpool program by presenting the benefits of vanpool at employer fairs at least six times during the year.
- **Provide an Outstanding Customer Experience:**
 - Responded to participants' questions or concerns within 1 day.
 - Provided PPE to all vanpool participants.
 - Obtained customer feedback from Customer Satisfaction Survey 2021.

FY2022 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Increase participation in Trinity Metro's vanpool program by working with employers.
 - Reach goal of 25% increase for vanpool participants
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Attend hiring fairs to promote vanpool.
 - Connect with area employers on the benefit of vanpool services
- **Provide an Outstanding Customer Experience:**
 - Respond to customers' concerns or issues within 1 day.
 - Create an inclusive environment for all participants.
 - Conduct an annual survey to obtain participants' feedback.
- **Maintain Positive Organizational Culture:**
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

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Planning & Development



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Planning & Scheduling

Functions and Responsibilities

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

FY2021 Accomplishments

- **Educate the Community About the Benefits of Trinity Metro’s Services:**
 - For the bus route reorganization project, held 11 different public meetings, including three exclusively in Spanish along with numerous outreach efforts including surveys aboard vehicles and on stations which garnered 2,244 responses.

- **Provide an Outstanding Customer Experience:**
 - Implemented a system wide bus route reorganization project known as “A Better Connection” in September 2021.

- **Maintain Positive Organizational Culture:**
 - System wide reorganization added recovery time to bus routes and resulted in a 91% on-time performance.
 - New route structure is far more simplified and bus operators have expressed how much happier they are with the simplified schedules.
 - The simplified schedules and Sunday evening changes enabled the creation of more straights, fewer weekend splits and more consecutive days off.

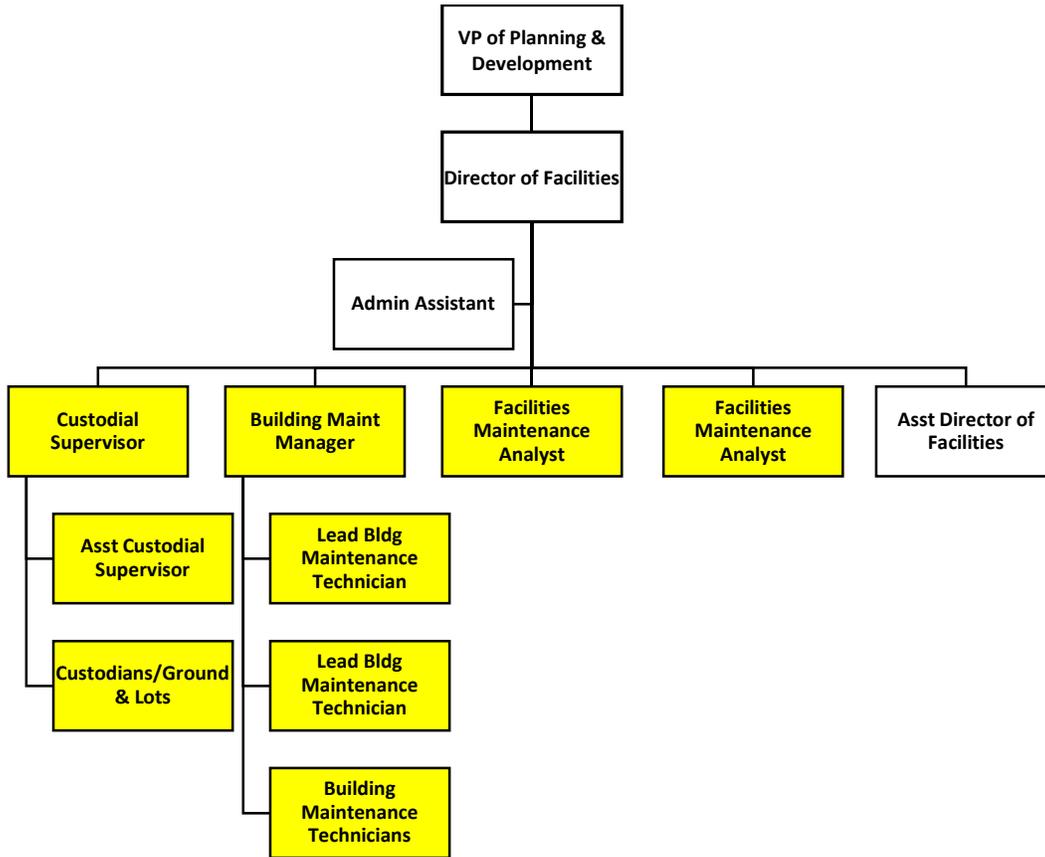
FY2022 Planned Initiatives (Goals)

- **Educate the Community About the Benefits of Trinity Metro’s Services:**
 - Hold public meetings as necessary to accomplish bi-annual service changes.
 - Promote Trinity Metro in community planning efforts through participation in such plans as Advancing East Lancaster and the Downtown Fort Worth, Inc. Strategic Action Plan.
 - Participate and attend various committees and groups such as the NASJRB Regional Coordinating Committee and Bicycle and Pedestrian Advisory Committee.

- **Provide an Outstanding Customer Experience:**
 - Work with NCTCOG and the City of Fort Worth to add over \$1,000,000 worth of concrete bus stop pads and connecting sidewalks.
 - Monitor and upgrade, where possible, bus stop amenities.
 - Coordinate with the City of Fort Worth to identify areas of improvement at and near bus stops that include sidewalks, shelter pads, signage and roadway markings.

- **Maintain Positive Organizational Culture:**
 - Continue seeking feedback from the Route Monitoring Committee and Service Planning Committee by hosting six meetings throughout the year.
 - Implement an interim database/tracking system for bench and shelter movements and maintenance to foster better communication of status between Planning, Marketing, Facilities and Operations. (Trapeze Bus Stop Maintenance/Work Order system will not be available to purchase until the rest of the Trapeze modules are on the current version 20 expected in late 2023).

Facilities Maintenance



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Facilities Maintenance

Functions and Responsibilities

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

FY2021 Accomplishments

- **Increase Support for Transit**
 - In order to have well-maintained stations, shelters and bus stops that create an atmosphere where customers are more likely to utilize Trinity Metro's all shelters and stations we inspected at least four times a month.
- **Educate the Community About the Benefits of Trinity Metro's Services**
 - Ensured staff were trained and had the necessary resources to provide customers the information needed to use our services through monthly meetings.
- **Provide an Outstanding Customer Experience**
 - Ensured stations, shelters, bus stops, etc. were well maintained by maintaining a 90% on-time percentage for preventative maintenance.
 - Made sure staff were friendly and polite when engaging with the customers by confirming 1 observation of staff interacting with the customer each month.
- **Maintain Positive Organizational Culture**
 - Showed appreciation to staff for the work they do through rewards and incentives.
 - Demonstrated to staff a can-do attitude, the willingness to do what is asked, and a desire for positive change.

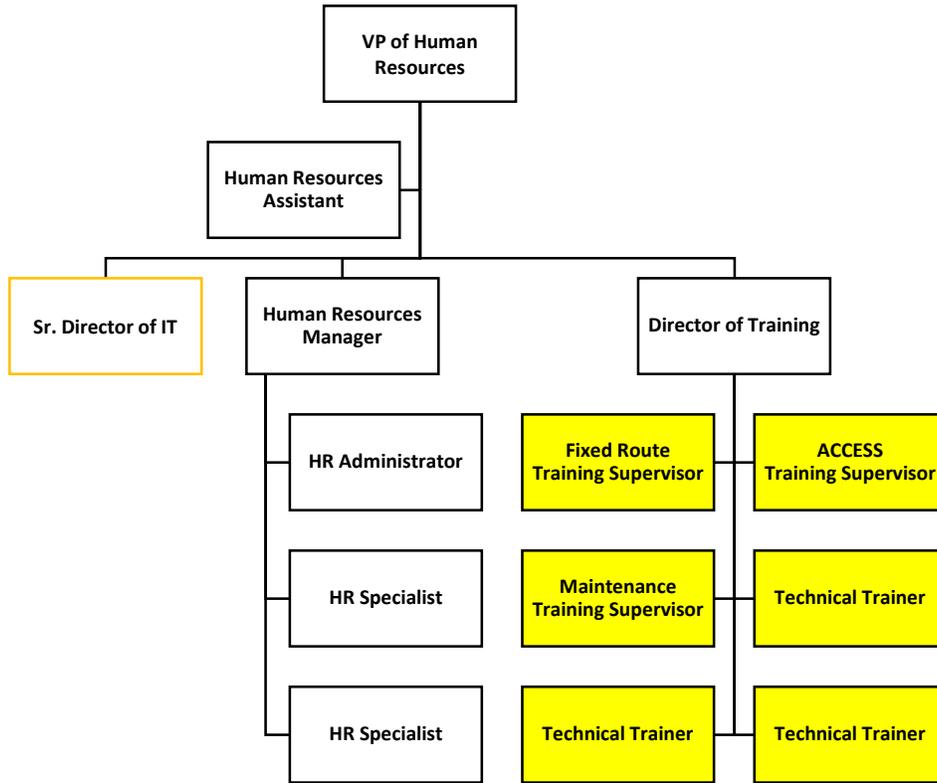
FY2022 Planned Initiatives (Goals)

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

- **Provide an Outstanding Customer Experience**
 - Ensure stations, shelters, bus stops, etc. are maintained at a 95% or higher on-time percentage for preventative maintenance.
 - Install Adopt-a-stop signs within 7 days of receipt

- **Maintain Positive Organizational Culture**
 - Show appreciation to staff for the work they do through rewards and incentives.
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

Human Resources, IT & Training



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Human Resources & Training

Functions and Responsibilities

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

FY2021 Accomplishments

- **Increase Support for Transit:**
 - Continued partnerships with DART and DPS.

- **Educate the Community About the Benefits of Trinity Metro’s Services:**
 - Career fairs and employment opportunities.
 - Partnership with TWC and VA

- **Provide an Outstanding Customer Experience:**
 - Develop and implement online assessments for Operators through the LMS.
 - Develop and implemented online remedial/retraining training course.
 - Revise and expand the Operator Training Manual.
 - Created a YouTube page for bus operator training

- **Maintain Positive Organizational Culture:**
 - 80% CDL pass rate for training classes.
 - Increased awareness and utilization of the on-site Medical Clinic
 - Trainers cross train in ACCESS and or Fixed Route.
 - Quarterly audits of all contractor DOT files.

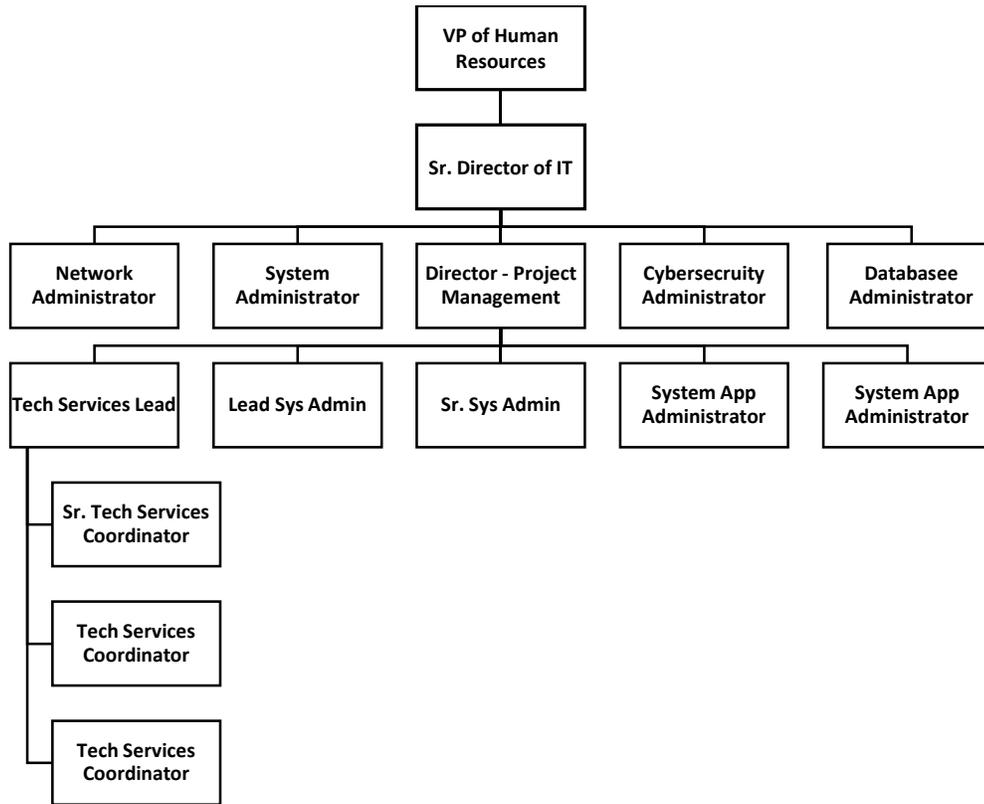
FY2022 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Create a hiring campaign to bring on qualified candidates
 - Analyze training programs to better train our employees allowing experienced operators to transition faster to help achieve community goals.

- **Educate the Community About the Benefits of Trinity Metro’s Services:**
 - Continue to collaborate with local businesses to further recruitment opportunities across our area.

- Attend community events and job fairs
- **Provide an Outstanding Customer Experience:**
 - Continued customer service training for all employees
 - Monthly supervisor/manager training in soft and technical skills to further develop or first line supervisors.
- **Maintain Positive Organizational Culture:**
 - Creating a D&I committee to further the company's commitment to Diversity and Inclusion.
 - Expand services at the on-site Medical Clinic
 - Continued Sr. Leader presence at the HRP, transfer centers, etc.
 - Continued training opportunities for employees to advance their skills
 - Soft and Technical skill training for supervisors/manager
 - Work with Risk/Safety to reduce incidents/collisions
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

Information Technology



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Information Technology

Functions and Responsibilities

Provide and support Information Technology/Service solutions.

FY2021 Accomplishments

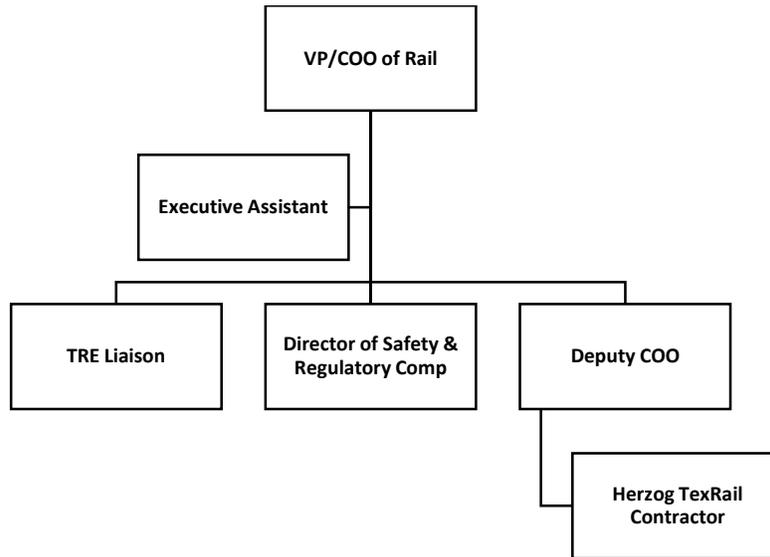
- **Provide an Outstanding Customer Experience:**
 - Application percent uptime exceeded the goal of 97.80% every month with an average of 99.49%.
 - Network uptime percent exceeded the goal of 92.90% every month with an average of 98.79%.
 - Tickets response time
 - Medium Importance – Goal 48 hours: Actual approximately 5 hours
 - High Importance – Goal 4 hours: Actual approximately 1 hours
 - Critical – Goal 1 hour: Actual approximately 36 minutes

FY2022 Planned Initiatives (Goals)

- **Provide an Outstanding Customer Experience**
 - Application percent uptime at 97.80%.
 - Network uptime percent at 92.90%
 - Cybersecurity Efficiency at 99.97%
 - Tickets response time
 - Medium Importance – Goal 48 hours
 - High Importance – Goal 4 hours
 - Critical – Goal 1 hour
- **Maintain Positive Organizational Culture:**
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

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Rail Operations



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TRE

Functions and Responsibilities

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

FY2021 Accomplishments

- **Provide an Outstanding Customer Experience:**
 - FY21 had 68 TRE train rides, which averaged around 5.7 train rides per month.
 - TRE has a 98.5% on time performance rate for FY21 which exceeded the goal of 97%
- **Maintain Positive Organizational Culture:**
 - TRE performed daily morning meetings in the TRE Equipment Maintenance Facility (EMF) conference room, to help in promoting collaboration and teamwork.

FY2022 Planned Initiatives (Goals)

- **Provide an Outstanding Customer Experience:**
 - Establish a working relationship with our external partners through coordinated conference calls and emails to collaborate and discuss issues and concerns.
 - Monitor train crew performance through train rides and complaints, documenting train rides and complaints to address issues immediately upon notification.
 - Maintain a consistent and reliable service through monitoring of on-time performance and service disruptions, making sure performance remains at 97% on-time performance, and delays are minimized by coordinating with operations either by phone, emails, meetings, or the duty manager.
- **Maintain Positive Organizational Culture:**
 - Assemble and lead staff for TRE meetings to discuss various aspects of initiatives, projects, and other items which may impact TRE, thereby promoting communication and participation.
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

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TEXRail

Functions and Responsibilities

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

FY2021 Accomplishments

- **Increase Support for Transit:**
 - Met with community and business leaders to promote transit capabilities.
 - Close partnership with our marketing team to promote community events reachable by TEXRail with social media posts.
 - Collaborated with marketing to promote TEXRail as a travel option for those arriving/departing DFW International Airport.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - TEXRail staff spoke at meetings to discuss TEXRail and its benefits for the community.
 - Coordinated closely with our marketing and communications team to leverage social media platforms to build TEXRail.
- **Provide an Outstanding Customer Experience:**
 - The team consistently participated in train rides to improve our public image, gain credibility, and ascertain crew and customer insights/concerns.
 - Provided a fast and efficient service for customers from downtown Fort Worth into DFW International airport with an on-time performance rate of 99.3%.
 - Maintained a high level of cleanliness and use of personal protective equipment.
 - TEXRail was named the APTA Commuter Rail Gold Award Winner for COVID Safety.

FY2022 Planned Initiatives (Goals)

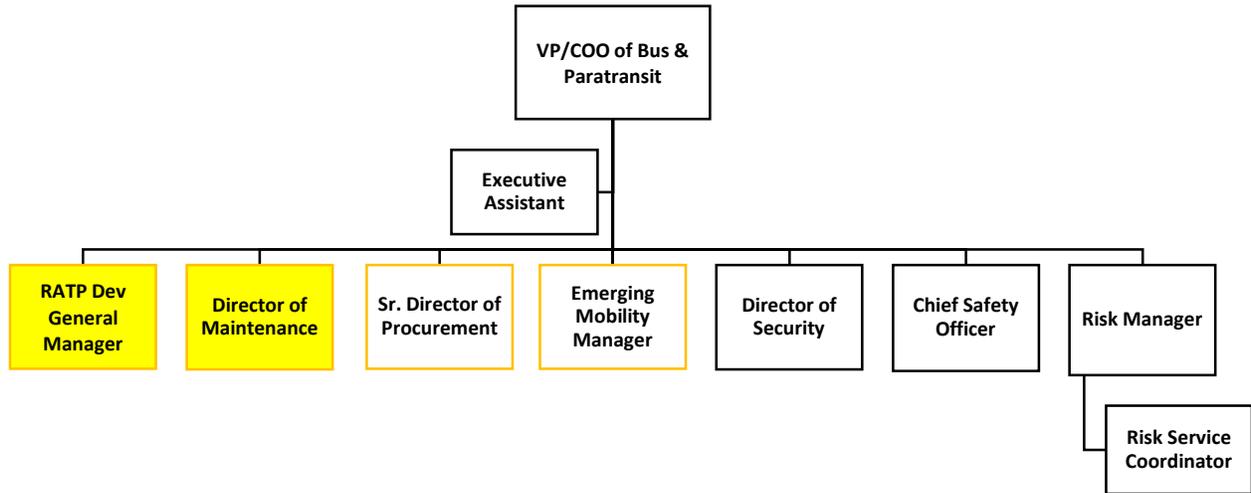
- **Increase Support for Transit:**
 - Continue to foster relationships with local communities and businesses by engaging in speaking events that can help promote TEXRail services.
 - Maintain a close partnership with our marketing team to promote TEXRail as a travel option for local events.
 - Respond quickly and effectively when the public, or partner cities, raise concerns to maintain trust in TEXRail.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Engage in speaking events throughout to corridor that can promote our service.

- Utilize social media and organizations such as Operation Lifesaver to educate the community about the benefits and safety of TEXRail and our other services.

- **Provide an Outstanding Customer Experience:**
 - Continue to meet or exceed an on-time performance of 98%, providing the customers with a trustworthy transportation option.
 - Monitor TEXRail crews for their customer service skills, observe customer interactions, continue weekly train rides to engage with customers.
 - Encourage and support the safety culture to continue to provide above industry standard safety for crews and customers.

- **Maintain Positive Organizational Culture**
 - Monthly Morale Boosting events
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

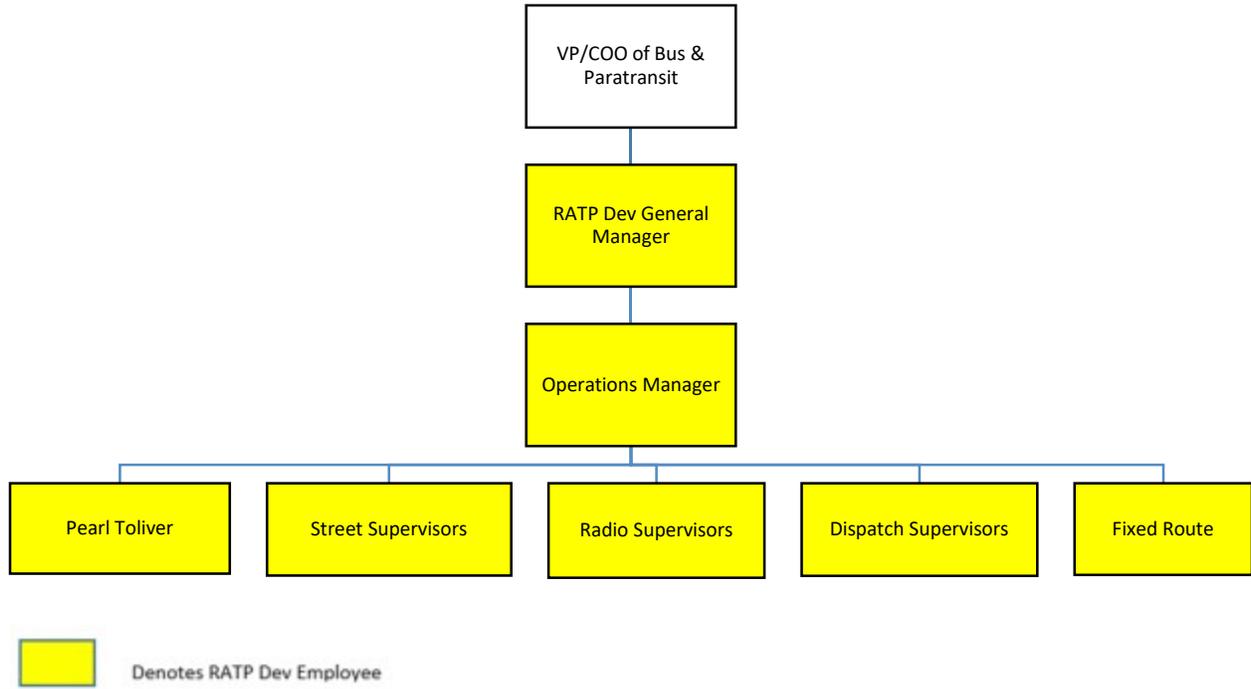
Operations



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Fixed Route Operations



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Fixed Route Operations

Functions and Responsibilities

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

FY2021 Accomplishments

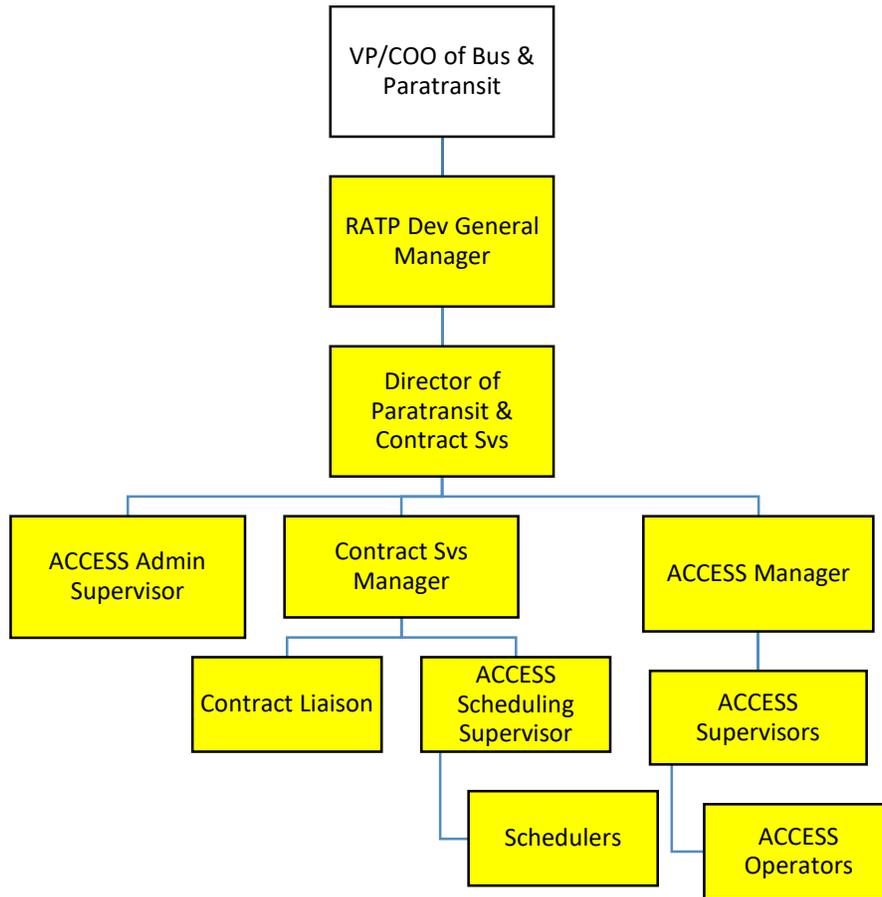
- **Provide an Outstanding Customer Experience**
 - Street Supervisors successfully completed 35 monthly vehicle inspections exceeding the goal of 15 monthly vehicle inspections.
 - Street Supervisors successfully completed 35 monthly QAP ride checks with their operators exceeding the goal of 5 monthly QAP ride checks.
 - Weekly review of Pull-Out OTP and the availability of units to assigning blocks helps assist the company in making sure we are delivering quality service. Achieved 97.3% Pull Out OTP exceeding the goal of 95% or higher for late pullouts off the lot each month.
 - Monthly review of on-time performance scheduled between 8 and 10 minutes. We currently measure between 0 and 10 minutes and the monthly on-time percentage goal is 90%. We achieved our goal with an OTP of 90%.
- **Maintain Positive Organizational Culture**
 - Maintained Employee Morale, Trust, Job Satisfaction & Employee Loyalty at 90% or higher each month during the fiscal year.

FY2022 Planned Initiatives (Goals)

- **Provide an Outstanding Customer Experience**
 - Missed Trips no greater than 1%.
 - OTP for Fixed Route 90% or better.
 - Fixed Route Supervisors ½ shift operating a revenue route twice a year.
- **Maintain Positive Organizational Culture**
 - Monthly Morale Boosting events.
 - Performance coaching and mentorship through the Service Controller program.
 - Lead Supervisors are given professional freedom to mentor teams of supervisors.
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

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ACCESS Operations



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Trinity Metro ACCESS

Functions and Responsibilities

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

FY2021 Accomplishments

- **Provide an Outstanding Customer Experience**
 - Provided annual recurrent training to all ACCESS operators and staff by September 2021
 - Maintained an on-time performance of 93.96% exceeding the goal of 91%.
 - Maintained an excessive trip length of 3%
 - Maintain preventable collisions per 100,000 miles of was 1.01
- **Maintain Positive Organizational Culture**
 - Maintained monthly staff meetings
 - Hosted two employee appreciation events

FY2022 Planned Initiatives (Goals)

- **Increase Support for Transit**
 - Continue to meet with the various entities that serve persons with disabilities to share information about ACCESS, TRE, and TEXRail with at least four meetings throughout the year.
 - Identify ACCESS passengers who could benefit from utilization of ZIPZONE services and inform them of the service
 -
- **Provide an Outstanding Customer Experience**
 - Maintain an on-time performance goal of 91%
 - Maintain goal of ninety (90) percent of the sampled ACCESS trip lengths equal to or no more than fifteen (15) minutes longer than the comparable trip lengths on fixed route.
 - Maintain preventable collisions per 100,000 miles of 0.75
- **Maintain Positive Organizational Culture**
 - Keep staff informed of company developments through monthly staff meetings.
 - Host quarterly employee appreciation days.
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

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NETS & TCTS

Functions and Responsibilities

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

FY2021 Accomplishments

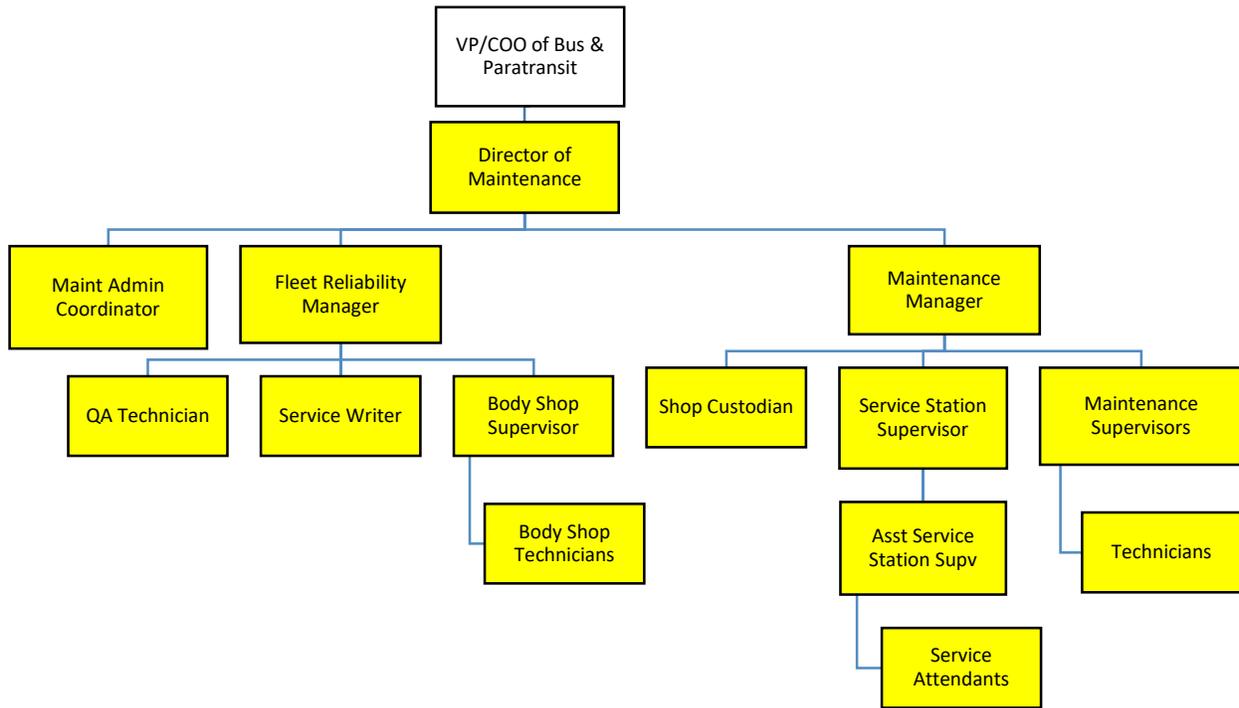
- **Increase Support for Transit**
 - Continued to partner with the Northeast Transportation Service Urban Transit District (NETS) for the provision of elderly/disabled transportation in the seven member cities by having six Bi-monthly meetings with the NETS board.
 - Continued the partnership with the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

FY2022 Planned Initiatives (Goals)

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

- Continue to monitor the quality of NETS and TCTS service provision and make changes as warranted and maintain a 95% on-time no trip denials each month for TCTS.
- **Maintain Positive Organizational Culture:**
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

Vehicle Maintenance Operations



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Vehicle Maintenance

Functions and Responsibilities

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

FY2021 Accomplishments

- **Increase Support for Transit**
 - Revenue fleet Mean Distance Between Failures (MDBF) to meet and or exceed 13,900 miles. We met our goals 10 months out of 12.
 - Access fleet Mean Distance Between Failures (MDBF) to meet and or exceed 14,700 miles. We met this goal.
 - Revenue fleet in service rate to meet or exceed no more than 15 revenue vehicles being down daily. We did not meet this goal.
 - Access fleet in service rate to meet or exceed no more than 7 paratransit vehicles being down daily. We met this goal 6 months out of 12.

- **Educate the Community About the Benefits of Trinity Metro's Services**
 - Continue efforts to comply with and support the "Clean Fleet Policy" in coordination with NCTCOG and DFWCCC to promote new cleaner technology and its utilization within our community and surrounding areas. This includes low/no emission, zero or near zero emissions, and alternative powered vehicles. We met this goal.

- **Provide an Outstanding Customer Experience**
 - Continue replacement of older vehicles as they reach their useful life by replacing vehicles up for replacement by December 2021 90% complete.
 - Preventative Maintenance inspection compliance for fixed route buses to be at or less 7,500 miles in order to improve customer service and reliability. We met this goal.
 - Preventative Maintenance inspection compliance for ACCESS vehicles to be at or less than 3,500 in order to improve customer service and reliability. We met this goal.
 - 100% of staff will continue to complete the QAP bus ride monthly to support awareness of our service and provide opportunities to continually improve service and functionality. We met this goal.

- **Maintain Positive Organizational Culture**
 - All maintenance management personnel will attend managerial training in order to help them improve their managerial skills. We met this goal.

- All technicians will attend familiarization and in depth training to ensure they are up to date on all technical improvements which will enhance fleet operations. We met this goal.
- All maintenance personnel will attend training on the new Electric vehicles to ensure competency with the new technology and safety practices going forward. 50% complete.
- Safety and maintenance bulletins will be provided on a bi-weekly basis to ensure all personnel are familiar with the latest technologies. We met this goal.

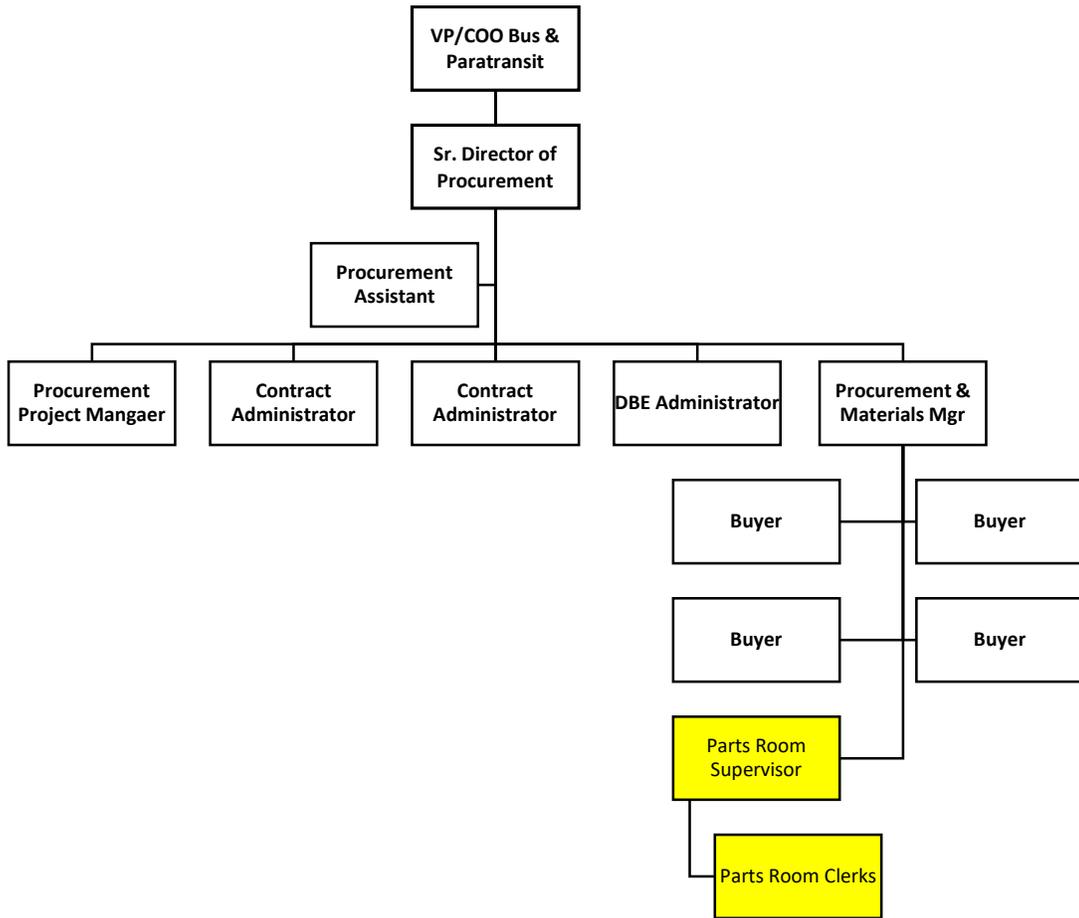
FY2022 Planned Initiatives (Goals)

- **Increase Support for Transit**
 - Revenue fleet Mean Distance Between Failures (MDBF) to meet and or exceed 13,900 miles.
 - Access fleet Mean Distance Between Failures (MDBF) to meet and or exceed 14,700 miles.
 - Revenue fleet in service rate to meet or exceed no more than 20 revenue vehicles being down daily.
 - Access fleet in service rate to meet or exceed no more than 7 paratransit vehicles being down daily.
- **Educate the Community About the Benefits of Trinity Metro’s Services**
 - Continue efforts to comply with and support the “Clean Fleet Policy” in coordination with NCTCOG and DFWCCC to promote new cleaner technology and its utilization within our community and surrounding areas. This includes low/no emission, zero or near zero emissions, and alternative powered vehicles.
- **Provide an Outstanding Customer Experience**
 - Continue replacement of older vehicles as they reach their useful life by replacing vehicle up for replacement by December 2022
 - Preventative Maintenance inspection compliance for fixed route buses to be at or less 7,500 miles in order to improve customer service and reliability.
 - Preventative Maintenance inspection compliance for ACCESS vehicles to be at or less than 3,500 in order to improve customer service and reliability.
 - 100% of staff will continue to complete the QAP bus ride monthly to support awareness of our service and provide opportunities to continually improve service and functionality.

- **Maintain Positive Organizational Culture**
 - All maintenance management personnel will attend managerial training in order to help them improve their managerial skills.
 - All technicians will attend familiarization and in depth training to ensure they are up to date on all technical improvements which will enhance fleet operations.
 - All maintenance personnel will attend training on the new Electric vehicles to ensure competency with the new technology and safety practices going forward.
 - Safety and maintenance bulletins will be provided on a bi-weekly basis to ensure all personnel are familiar with the latest technologies.
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

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Contract Administration & Procurement



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Contract Administration & Procurement

Functions and Responsibilities

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

FY2021 Accomplishments

- **Increase Support for Transit**
 - In FY21 the Access Contract Administration Database was updated and rebuilt to produce more effective Active Contract report. These reports are shared with S. Staff and Department heads on a monthly basis. The information assists customers with planning, budgets, and year-end contract closeouts. The new Contract Database Report has aided Contract Administration in maintaining renewals within the 120-day goal.
 - Internal customers, and some external customers, were provided procurement/contract administration training and information that assisted them with establishing effective and efficient contracts and purchases. The constructive feedback is still being utilized to continue finding innovative methods to streamline and advance the department's transit purchasing and contract management endeavors.

- **Educate the Community About the Benefits of Trinity Metro's Services**
 - The Purchasing department participated in two business community outreach events during 2021
 - "4M-March Minority Matchmaking Madness Event" hosted by the Fort Worth Black Chamber of Commerce on April 22, 2021. Trinity Metro's Procurement Manager and DBE Administrator attended on behalf of Trinity Metro. Materials provided included but were not limited to, "How to Do Business with Trinity Metro", a list of Capital Projects, Current Active Contract Report that reflected the various day-to-day operational services and products Trinity Metro contracts for annually.
 - "Build Fort Worth", hosted by the Regional Hispanic Chamber of Commerce, on August 12, 2021. Trinity Metro's S. Director of Procurement, Procurement Manager, and DBE Administrator attended on behalf of Trinity Metro. Materials provided included but were not limited to, "How to Do Business with Trinity Metro", a list of Capital Projects, Current Active Contract Report that reflected the

various day-to-day operational services and products Trinity Metro contracts for annually.

- **Provide an Outstanding Customer Experience**

- Processed all approved requisitions within 48 hours of entering the purchasing queue at a 98% conversion rate, exceeding the 97% conversion rate goal.
- Created Standard Operating Procedures (SOPs) for the Procurement department. The SOPs included in Texas Commission on Environmental Quality (TCEQ) reporting, Enterprise Resource Planning (ERP) JD Edwards functions and actions, Enterprise Asset Management (EAM) functions and actions.
- Supported internal departments by having contracts signed within 60 days of recommended Board approval.
- Implemented department monthly and weekly meetings that allowed the procurement department to continue advancing the necessary partnerships needed for successful procurement and material outcomes. This process has assisted with improvements to Board Action documents and processes, obtaining contract execution in a timelier manner following board approval, processing procurements within the established timeframe, and provided a better understanding of the various type of system training internal customers need to be successful in their roles.

- **Maintain Positive Organizational Culture**

- Participated in six various types of training that included but were not limited to, procurement, contract administration, project management, Microsoft Suites, effective communication, and other continuing education training for professional development. In addition, as a department, the team attended several FTA transit procurement trainings.
- Provided FTA focused purchasing training via TEAMS and in person when the office environment allowed for in-person meetings and discussions. Created Stand Operating Procedures (SOPs) for the Procurement department. The SOP's included Texas Commission on Environmental Quality (TCEQ) reporting, Enterprise Resource Planning (ERP) JDE Edwards functions and actions, Enterprise Asset Management (EAM) functions and actions.
- Procurement team members participated in various continuing education training with the National Institute of Government Purchasing (NIGP) and Institute for Supply Management (ISM) training and seminars.

FY2022 Planned Initiatives (Goals)

- **Increase Support for Transit**
 - Support internal customers by maintaining a contract management system for retaining and managing contracts that support transit.
 - Creating a Procurement Calendar to assist with deadlines for Capital Projects, Solicitations, Board Meetings/Board Actions, and Contracts/Renewals.
- **Educate the Community About the Benefits of Trinity Metro's Services**
 - Partner with local area Chambers of Commerce to increase solicitation participation and involvement of more DBE and MWBE firms in our solicitation process.
 - Provide community outreach and training events by working with our community partners.
 - Prepare and deliver DBE Educational information with at least two in-house outreach events.
- **Provide an Outstanding Customer Experience**
 - Process all approved requisitions within 48 hours of entering the purchasing queue to meet 97% conversion timeframe to Purchase Order.
 - Support internal departments by having contracts signed within 60 days of recommended Board approval.
 - Continue Department procurement coordination calls to build a rapport amongst the agency.
- **Maintain Positive Organizational Culture**
 - Provide two internal training sessions (April/September) for Procurement and Contract Administration topics. Utilize DBE suppliers in support of the organization's goals.
 - Provide training for professional development for 100% of staff with attendance at FTA classes, National Institute of Government Purchasing (NIGP) and Institute for Supply Management (ISM) webinars, seminars, and conferences at established annual events.
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

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Security

Functions and Responsibilities

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

FY2021 Accomplishments

- **Increase Support for Transit:**
 - Submit Requests for Proposal to Procurement, for approval, to begin capital improvement projects.
 - TRE Security Camera System project RFP completed and awarded; project underway & scheduled for completion by March-2022.

- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Work with the Marketing department by volunteering for at least two outreach campaigns (State Fair and Main Streets Arts Festival) designed to promote Trinity Metro Services throughout Tarrant County.
 - Assisted Marketing in their efforts to promote and provide customer assistance with the ABC campaign; volunteered on several occasions to provide guidance and information to passengers at the DDTC.
 - Assisted our Marketing team in volunteering to work the Tarrant County Food Drive, providing food to those in need, located at our Northside TEXRail Station overflow parking lot.

- **Provide an Outstanding Customer Experience:**
 - Continue to promote the mobile reporting application ELERTS notification system for customers to notify Trinity Metro of criminal/suspicious activity, safety issues & concerns, and other incidents at bus & rail stations and transfer centers.
 - Worked with Communications Director to promote our safety & security ELERTS notification system to customers and employees, resulting in over 300 mobile application ELERTS subscribers, and our Security and Operations Consoles receiving 166 reports from concerned system riders and employees.

- **Maintain Positive Organizational Culture:**
 - Continue to maintain a "Quality Assurance" system to facilitate active engagement with system modes of operation, creating a safe culture for employees.

- Goal impacted by COVID-19 restrictions, affecting ability the to perform regular quality assurance reviews of the various modes of service.
- Require 100% of security staff & Transit Officers to perform a minimum of (1) quality assurance check, when on-duty, providing feedback for employee follow-up.
- Goal suspended due to COVID-19 restrictions.

FY2022 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Complete TRE CCTV Project on time and under budget, by 4/30/2022
 - Successfully complete Security Services Contract Bid, and in place by the expiration of the existing contract.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Work with the Marketing department by volunteering for at least two outreach campaigns designed to promote Trinity Metro Services throughout Tarrant County.
- **Provide an Outstanding Customer Experience:**
 - Continue to promote the ELERTS mobile reporting application system for customers to notify Trinity Metro of criminal/suspicious activity, safety issues & concerns, and increase the total number of Mobile Application subscribers from 280 to 550.
- **Maintain Positive Organizational Culture:**
 - Contract Security Team to perform 25 quality assurance reviews by taking bus and train check rides on a monthly basis, to focus on security issues.
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

Risk & Claims

Functions and Responsibilities

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

FY2021 Accomplishments

- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Through hazard analysis and risk assessments, we will reduce incidents/collisions by 20%. This will help the community understand how we value their safety.
 - Decrease of 9.6% from FY 2020 to FY 2021
- **Provide an Outstanding Customer Experience:**
 - Will make a priority to investigate and settle claims in a precise and timely manner and keep liability claim costs below \$100,000.
 - Timely claim resolution is a priority of the department. By statute, Trinity Metro is capped at \$100,000 per claim.

FY2022 Planned Initiatives (Goals)

- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Contribute to public safety with preventable collisions at 28% or less of the total number of collisions for FY 22.
- **Provide an Outstanding Customer Experience:**
 - Respond to any Customer / Public claim or incident inquiry within 48 business hours
 - Resolve all property damage claims within 30 days
- **Maintain Positive Organizational Culture:**
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

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Safety

Functions and Responsibilities

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

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

FY2021 Accomplishments

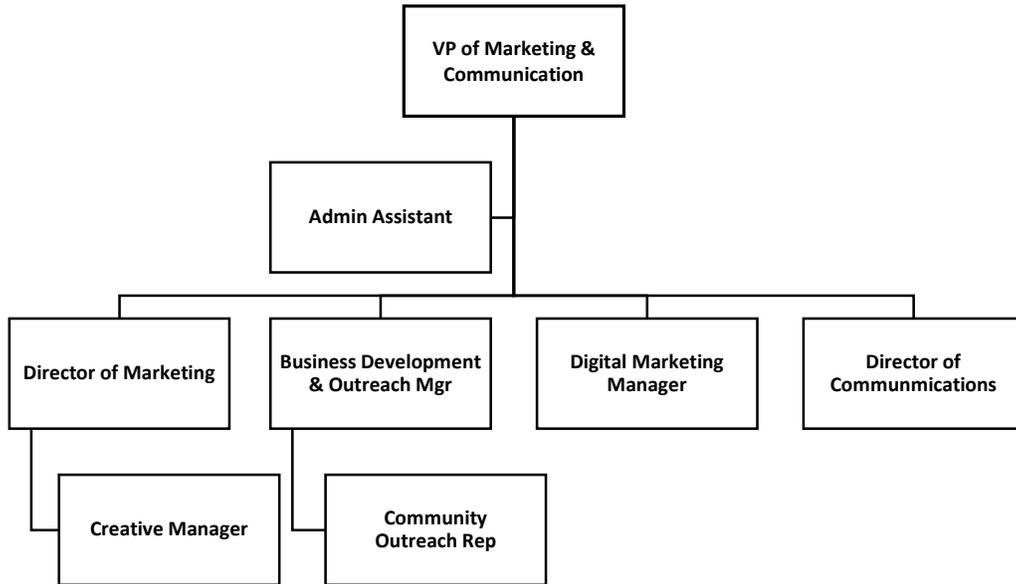
- **Increase Support for Transit:**
 - Safety Meetings to be conducted monthly.
 - Completed through July 2021
 - Executive Safety Meeting to be held quarterly with the inaugural meeting scheduled for January 18th of 2020
 - Completed through July 2021
 - Safety messages provided daily or as deemed necessary via IMS messaging and/or e-mail to front line employees.
 - Completed as necessary
 - Safety Awareness programs as follows:
 - 100% Check Rides by Road Supervisors (every route every year)
 - Completed as needed
 - Safety internal assessments will be conducted quarterly as is needed with the inaugural internal safety assessment first quarter CY 2021
 - Completed as needed
 - Safety Blitz as needed targeting relevant issues resulting from internal assessments and/or trends or to be held Quarterly
 - Complete
 - Hazard Management Process Meetings to be continued monthly to address safety plan referenced safety risk management
 - Completed through July 2021
- **Provide an Outstanding Customer Experience:**
 - FY21 Goal for all Collisions - Fixed Route 1.71 (per 100K miles driven).
 - 1.27 actual
 - FY21 Goal for Preventable Major Collisions 0.39 (greater than \$1,000 dollars/tow/medical).
 - 0.04 actual

- FY21 Goal for all collisions-ACCESS 0.75.
 - 1.01 actual
- FY21 Goal for Major Collisions 0.15 (greater than \$1,000 dollars/tow/medical attention).
 - 0.11 actual

FY2022 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Complete on road safety assessment of each fixed route
 - Top 5 busiest routes 2x per year
 - All other routes 1x per year
 - Quarterly on road safety assessment for ACCESS
 - Semi-annual safety assessment of all properties (Maintenance, FWCS, T&P, etc.)
 - Hazard Management and Safety meetings to be conducted as needed with involved parties
- **Provide an Outstanding Customer Experience:**
 - FY 22 Goal for Preventable Collisions per 100,000 revenue miles:
 - Fixed Route = 1.71
 - ACCESS = 0.75
 - FY 22 Goal for Preventable Major Collisions per 100,000 revenue miles:
 - Fixed Route = 0.39
 - ACCESS = 0.15
- **Maintain Positive Organizational Culture:**
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

Marketing and Communications



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Marketing & Communications

Functions and Responsibilities

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

FY2021 Accomplishments

- **Increase Support for Transit**
 - Continued to network and support TEXRail by participating in eight NET Chamber events.
 - Continued to see increases in followers across all social media accounts.
 - Continued to utilize the use of stories feature in Facebook and Instagram.

- **Increase Support for Transit**
 - Achieved 37 national media placements which exceeded the goal of 15 national media placements (an increase of 50% over FY20's goal).
 - Earned 31 instances of local coverage for significant milestones which exceeded the goal of 15.
 - Created 13 PowerPoint presentations for senior leadership to share news and benefits of our services exceeding the goal of 10.
 - Provided 11 sets of talking points to senior leadership/board/colleagues to convey essential information about our agency exceeding the goal of 10.
 - Created ride along videos for the new route system.
 - Implemented year-round TEXRail marketing and PR to ensure awareness and work towards a recovery goal of 919 average daily rides by the end of September 2021.
 - Coordinated with the planning department to launch redesigned service with all new materials and supporting marketing campaigns.
 - Coordinated with planning to complete two rounds of public outreach.
 - Used marketing and communications tactics to generate an average daily ridership goal of 100 rides for all three VIA-managed ZIPZONE programs by end of September 2021.

- **Provide an Outstanding Customer Experience**
 - Provided 100 new images that can be used in marketing materials, news releases, social.

- Increased the number of alternate formats offered within Trinity Metro's marketing and communications materials.
- **Maintain Positive Organizational Culture**
 - Developed and maintained an organizational printing procedure to ensure the printing contract is being followed by completing 100% of the agency's external printing
 - Continued supporting the logo and naming copywriting process by using SM version logos 100% of the time.
 - Supported team projects.

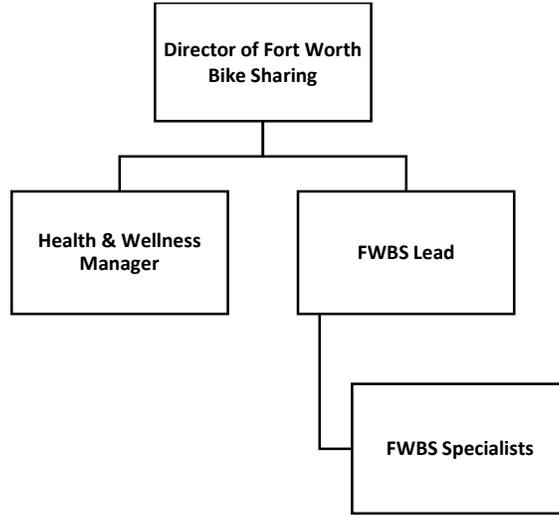
FY2022 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Develop and distribute quarterly communications to all funding partners.
 - Continue to network and support TEXRail by participating in one NET Chamber event each month.
 - Increase followers across all social media accounts by 20%.
 - Increase Facebook followers by 20%.
 - Increase Twitter followers by 20%.
 - Increase Instagram followers by 20%.
 - Increase engagements across all social media accounts by 20%.
 - Increase social media referral traffic by 20%.
 - Increase the use of video across social media channels to at least two.
 - Increase the use of stories in Facebook and Instagram to one story per week.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Sign 24 new organizations into the EASYRIDE program (two per month).
 - Sign remaining top 20 Tarrant County employers to EASYRIDE.
 - Convert two associate paid organizations to employee paid by September.
 - Use marketing and communications tactics to reach fixed route ridership of 3,403,132 in FY22.
 - Use marketing and communications tactics to reach TEXRail ridership of 484,775 in FY22.
 - Use marketing and communications tactics to reach Dash ridership of 61,165 in FY22.
 - Use marketing and communications tactics to reach ZIPZONE ridership of 70,440 in FY22.
 - In partnership with DART, use marketing and communications tactics to reach TRE ridership of 994,089 in FY22.

- Achieve 30 national media placements.
 - Earn 25 total instances of local coverage for significant milestones, including completion of TEXRail PTC, installation of public art, ZIPZONE. expansions, free rides for voting and vaccinations
 - Public art installation at 8 TEXRail stations by end of March 2022.
 - Create 15 PowerPoint presentations for senior leadership and others to share news and benefits of our services
 - Provide 15 sets of talking points to senior leadership/board/colleagues to convey essential information about our agency.
 - Create monthly CEO messages and four quarterly chairman messages
 - Implement community event/sponsorship and participation guidelines and have 100% compliance in the procedure by September 2022.
 - Show community partnership and educate consumers by sponsoring large events in key areas. Sponsor and participate in one large, geographically based event per quarter.
- **Provide an Outstanding Customer Experience:**
 - Host one annual EASYRIDE appreciation event.
 - Send bi-monthly communications to participating organizations.
 - Increase the number of alternate formats offered within Trinity Metro.
 - Provide 100 new images that can be used in marketing materials and news.
 - Work to send all planned customer communications no later than two weeks out.
 - Support our communities by participating in a monthly activity to promote diverse communities and transit as a social equity solution.
 - Complete a minimum of ten videos for use on social media and/or the website by September 2022.
 - Update video intro and outro graphics with 3D animation skills by September 2022.
 - Update all signage at Tarrant County TRE stations by September 2022.
- **Maintain Positive Organizational Culture:**
 - Establish a program/schedule to report out/summarize all community events worked within five business days.
 - Present Business and Community Outreach Strategy to board once per quarter.
 - Complete two social media management classes to advance support for Trinity Metro's online engagement efforts.
 - Build team morale by hosting team building activities monthly.

- Maintain an organizational printing procedure to ensure the printing contract is being followed by completing 100% of the agency's external printing.
- Continue supporting logo and naming copywriting process by using SM version logos 100% of the time (year 3 of up to 5).
- Update/enhance the corporate photo library with a minimum of 50 images by September 2022
- Complete an audit of all (100%) system signage including quantities, dimensions, materials, photos and native file storage by September 2022.
- Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

Fort Worth Bike Share



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Fort Worth Bike Share

Functions and Responsibilities

Fort Worth Bike Sharing serves the community by providing an affordable, efficient, environmentally-friendly docked bike share system that complements the services provided by other Trinity Metro departments and provides both residents and visitors a healthy, convenient way to move around the city.

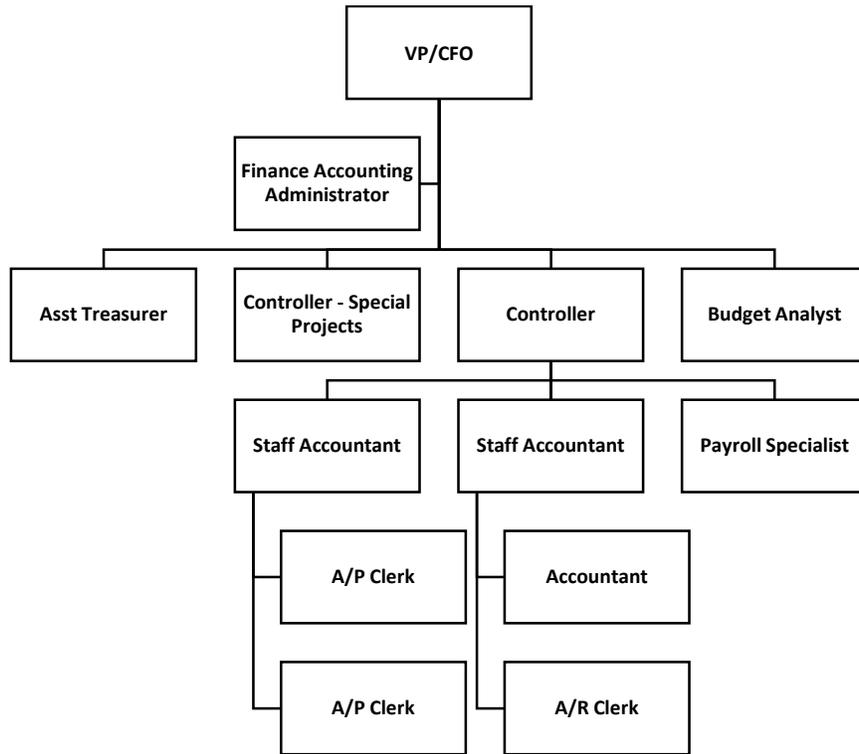
FY2021 Accomplishments

- **Increase Support for Transit:**
 - Maintained ridership increase experienced in FY2020 ending with a 47% increase over FY2019
 - Annual membership increase by 44% over 2020
 - Worked with community and neighborhood associations to determine placement for new stations to best serve their residents
 - Worked with Blue Zones to host Free First Fri-Yay program
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Hosted events and educational rides to raise awareness of the system and give one-on-one instruction for utilizing the electric assist bikes for transit
 - Employed online platforms (social media, e-blasts, virtual meetings) to deliver relevant educational lessons about our service
 - Worked with Customer Care and Customer Relations to deliver education about the system to customers
- **Provide an Outstanding Customer Experience:**
 - All calls and emails are answered within 24 hours
 - Maintenance staff is available 12-14 hours per day to confirm kiosks are working and bikes are safe and properly balanced throughout the city
 - Improved procedures to ensure electric assist bikes have battery changes at regular intervals
 - Redesigned kiosk decals to improve customer understanding of the shared docked system
- **Maintain Positive Organizational Culture:**
 - Meet bi-monthly for team appreciation meal
 - Created communication strategies to keep all team members informed of the day to day operations and special events
 - Organized office to allow for growth and comfortable working environment

FY2022 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Work to find new sponsors and partners and host Bike to Work or Bike to Lunch days for their employees/ customers
 - Work with the community to determine the best placement of new stations for the most efficient use.
 - Revitalize the First Mile Program
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Develop a more dynamic online video presence with the goal of educating the community on how to safely use bikes for transportation
 - Begin ambassador program among our most dedicated riders to host "how to" events for users who may be nervous or intimidated but the biking experience.
 - Work with new partners to create programs that utilize active transportation while aligning with their mission to demonstrate the effectiveness of our system across multiple domains (health, environmental initiative, recreation, etc)
- **Provide an Outstanding Customer Experience:**
 - Work closely with Envoys and provide regular training and Q&A sessions so they are equipped to help transit users in a variety of situations
 - Develop a new and robust Customer Service Handbook
 - Budget time and finances to have more technicians out in the field during peak ridership times
 - Create a "Kiosk Inventory" process to guarantee cleanliness, working order of all docks, removal of vandalism, etc are addressed so customers have a pleasant experience regardless of the station they visit
- **Maintain Positive Organizational Culture:**
 - Reward team when receiving positive feedback
 - Plan for an encourage team to participate in bonding activities together – group rides, birthday lunches, etc.
 - Continue to improve and refine communication strategies
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

Accounting & Finance



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Accounting & Finance

Functions and Responsibilities

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

FY2021 Accomplishments

- **Increase Support for Transit:**
 - Maintained an average depository account balance of less than \$2 million each month.
 - Completed NTD milestone reporting.
 - Worked with the grants departments to close out various grants.

- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Successfully completed of the Annual Financial Statement audit before January 31, 2022.
 - Published Trinity Metro's annual Budget and Business Plan by February 1, 2022.
 - Completed monthly and quarterly investment reports.
 - Monthly completion of financial statements.

- **Provide an Outstanding Customer Experience:**
 - Completion of the Fixed Asset inventory and ensured all assets are accounted for and tagged.
 - Updated the 2021 process narratives for financial reporting and PPE, cash disbursements and company credit cards, cash receipts, and payroll.
 - Completed the cleanup of duplicate suppliers from the supplier address log in the JDE system.
 - Determined a proposal on catastrophic insurance coverage by December 31, 2021.
 - Worked with the procurement department to roll out the supplier setup and update procedures.
 - Ensured all Trinity Metro bank accounts were active with Positive Pay and Debit Blocks.
 - Maintained updated signature cards and ACH debit blocks and ensured adequate controls on Cash and Disbursements.
 - Prepared preliminary monthly budget reports two business days after the start of the month.

- Received department comments regarding their budget to actual reports five business days after the start of the month.
- **Maintain Positive Organizational Culture:**
 - Completed AP cross training.
 - Held monthly department meetings for staff to discuss issues affecting the department and came up with solutions to those issues.

FY2022 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Maintain a monthly average depository account balance of less than \$2 million.
 - Complete NTD Reporting milestones and obtain a clean closeout letter by March 31, 2022.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Successful and Clean Completion of the Annual Financial Statement audit by the end of January 2023.
 - Publish Trinity Metro's budget document/business plan by the end of February 2023.
 - Successful completion of the SEFA and SEFA for the fiscal year end by the end of November 2022.
- **Provide an Outstanding Customer Experience:**
 - Fixed Asset inventory and numbering completed by September 2022.
 - Successful processing, submission, and transmission of W-2s by January 14, 2022.
 - Improve the invoice approval process by the end of March 2022.
 - Confirm the electronic documents list from DocuLynx and assist in the conversion to Laserfiche by the end of March 2022.
 - Implement the new system for the review of budget to actual reports for the October budgets reports.
 - Prepare preliminary monthly budget reports two business days after the start of the month.
 - Receive department comments regarding their budget to actual reports five business days after the start of the month.
 - Prepare final monthly budget to actual reports one business day after the completion of the finalized monthly financial statements.
 - Update the monthly cash flow model and five-year projection model three business days after the completion of the finalized monthly financial statements.
 - Budget kick-off starting date of February 18, 2022.

- **Maintain Positive Organizational Culture:**
 - Hold monthly department meetings for staff to discuss issues affecting the department and to come up with solutions.
 - Continue to promote diversity and inclusion within the department and ensure all staff have participated in the diversity and inclusion training.

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The adopted fiscal 2022 operating budget meets key financial standards established by Trinity Metro's Board of Directors to ensure a sound financial future. Total operating revenue (excluding capital grants) for fiscal 2022 is budgeted at \$158.0 million. Sales tax based revenues and grant revenues are Trinity Metro's main sources of revenue representing approximately 63% and 30%, respectively, of the total operating revenue budget. Operating expenses for fiscal 2022 are budgeted at \$129.1 million.

Budget

Trinity Metro's budget continues to recognize the importance of efficient and cost-effective service that meets the needs of our customers and community, while maintaining a balanced budget. Trinity Metro defines a balanced budget as expenses/expenditures equaling revenues and budgeted surplus. The fiscal 2022 budget illustrates Trinity Metro's continuing work toward financial stability while striving to achieve strategic objectives. One of the primary objectives of the fiscal 2022 budget is managing cash flows. Managing changes in operating expenses to critical services will help accomplish this goal. The following is a description of Trinity Metro's accounting and budget process and system of controls.

Internal Control Structure

Trinity Metro's management is responsible for establishing and maintaining an effective internal control structure designed to ensure that Trinity Metro's assets are protected from loss, theft, or misuse. Management is also responsible for ensuring that accurate accounting data is compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles (GAAP) and Government Accounting Standard Board (GASB) standards.

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

All internal control evaluations occur within the above framework. Management believes Trinity Metro's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions. Management also believes the data accurately and fairly presents Trinity Metro's financial position, results of operations and cash flows, and that all disclosures necessary to enable the reader to gain an understanding of Trinity Metro's financial affairs have been included.

Description of Fund and Fund Type

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

The following is a list of all units under Trinity Metro's enterprise fund:

Administration Departments

ACCESS Administration
Accounting
Business Administration
Bus Operations Administration
Bus Radio Control
Bus Street Operations
Customer Care
Customer Relations
Envoy Program
Facilities Maintenance
Finance
Fort Worth Bike Share
Grants Management
Governmental Relations
Human Resources
Information Technology
Maintenance Administration
Marketing
Material Management
Planning & Scheduling
Procurement
Project Management
Risk & Claims
Safety
Security
TEXRail
TRE
Wellness Center

Operating Departments

ACCESS Maintenance
ACCESS Operations
Body Shop
Electronics Shop
Fixed Route Operations
Mercantile ZIPZONE
Near Southside ZIPZONE
Rebuild Engine
Running Repair
Service Rack

Grant Funded Departments

Alliance ZIPZONE
Jobs Access Vanpool (JARC)
Northeast Tarrant Transportation (NETS)
South Tarrant ZIPZONE
Tarrant County Transit Services (TCTS)
Vanpool

Basis of Accounting

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

Basis of Budgeting

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

Financial Policies & Standards

The Board of Directors, to ensure a sound financial future, adopted Trinity Metro's current Financial Policies and Standards on September 28, 2020.

1. The Board of Directors ("Board") of the Fort Worth Transportation Authority ("Trinity Metro") shall review and adopt a set of General Financial Standards periodically, but no less frequently than every five years.
2. Financial reporting shall be in accordance with Generally Accepted Accounting Principles (GAAP) and Government Accounting Standards Board (GASB) standards or as otherwise prescribed by law or regulation.
3. The fiscal year-end for financial reporting purposes shall be September 30.
4. Funds of Trinity Metro shall be invested within the Investment Policy guidelines of Board Resolution 2020-01 adopted on October 28, 2019, as revised from time to time, and in compliance with applicable State law, including Section 452.102 of the Texas Transportation Code, Article 717q V.T.C.S., the Texas Public Funds Investment Act, and other applicable law and regulations.
5. An independent accounting firm shall examine at least annually Trinity Metro's financial statements, annual single audit reporting and other financial statements or reports as otherwise required by law or regulation.
6. The Board shall receive a Preliminary Budget for the next fiscal year no later than August of each fiscal year for the upcoming fiscal year. Once accepted by the Board, the Preliminary Budget will be mailed to member cities who be given at least 30 days for comment. The Board shall adopt the Final Budget no later than September 30 of each year.
7. The Board must approve amendments to the operating or capital budget after the final budget is formally adopted. The President/Chief Executive Officer shall have

the authority to allocate approved amounts between departments but not to change the overall approved budgeted total expenditures for the fiscal year.

8. The Board shall receive a Five-Year Forecast of operating results and capital asset activity which shall include expenditures for asset replacement and expansion projects and any debt acquisition or service, at least every three years on or before March 31 of the then fiscal year included in the forecasted period.
9. The Board will approve all project or capital expenditures before the amounts are committed if the total for the project or expenditure exceeds \$50,000 or if subsequent revision of costs previously approved exceeds \$50,000.
10. Trinity Metro will maintain cash reserves to accommodate variations in funding resources and cash requirements. These cash reserves will be equal for each annual fiscal reporting period to ten percent of the prior fiscal year's annual sales tax revenues recognized for financial reporting purposes. Any increase or decrease in the reserve as so determined, and revised annually, will be achieved over a five-year period by a ratable increase or decrement to the reserve previously established.
11. The cash reserves of Trinity Metro will be available to meet commitments if such reserves are required to meet funding needs due to variations in funding resources or cash requirements. In such event the Board will approve the expenditure of the reserves.
12. Trinity Metro shall maintain appropriate insurance coverages in light of the Net Position of Trinity Metro.
13. The Net Position of the Trinity Metro and, as appropriate, cash balances will include amounts restricted by operating agreements entered into to support the activities of Trinity Metro.
14. Trinity Metro may not enter into a debt or financing agreement unless the transaction is in full compliance with the Trinity Metro's enabling statutes, all applicable provisions of the Texas Transportation Code and other applicable laws and regulations.

Cash Management and Investments

Trinity Metro administers a comprehensive cash management program, which includes the effective collection of accounts receivable, the prompt deposit of receipts to Trinity Metro's bank accounts, the timely payment of obligations, and the prudent investment of available cash in accord with a written investment policy. The policy establishes the following objectives, listed in priority order:

1. Understanding of the suitability of the investment to the financial requirements of Trinity Metro.
2. Safety. Preservation and safety of the invested principal.

3. Liquidity. Trinity Metro's investment portfolio will remain sufficiently liquid to meet all operating requirements and pay obligations at the time due.
4. Marketability of the investment if the need arises to liquidate the investment before maturity.
5. Diversification of the investment portfolio.
6. Yield. Trinity Metro's investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles commensurate with Trinity Metro's investment risk constraints and the cash flow characteristics of the portfolio.

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

- A. Obligations of, or guaranteed by, governmental entities, including obligations of the United States or its agencies and instrumentalities;
- B. Certificate of Deposit
- C. Fully collateralized repurchase agreements;
- D. Mutual funds meeting certain specified conditions; or
- E. Investment pools meeting certain specified conditions.

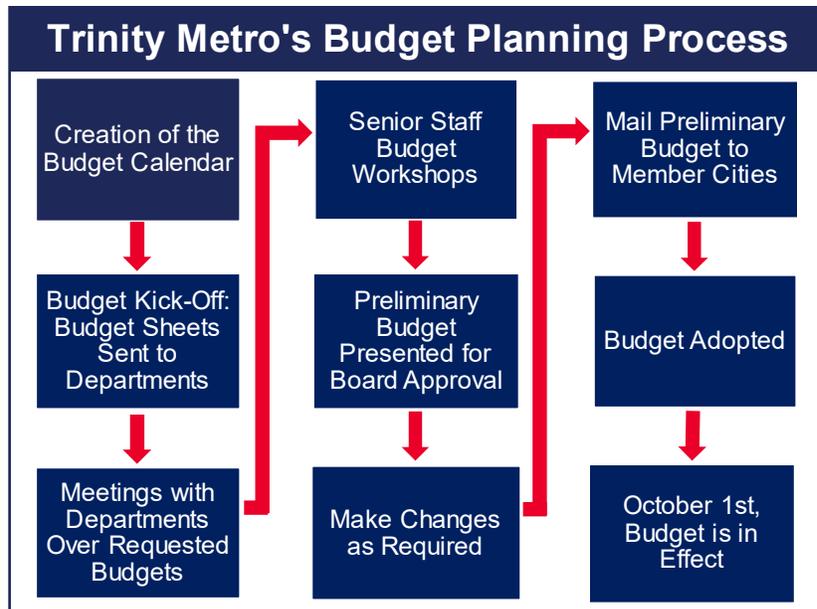
Trinity Metro's investment policy also stipulates the types of financial institutions with which Trinity Metro may make investments and establishes specific collateral and safekeeping requirements.

Development of the Operating and Capital Budgets

Proposed Operating and capital budgets for the upcoming fiscal years are developed from March through August. The budget planning process begins with a budget kick-off where departments are walked through the process and worksheets used for the development of the budget. The budget is then reviewed by Trinity Metro's management during a series of meetings and changes are made as identified. Trinity Metro's management submits annual proposed operating and capital budgets to its Board of Directors in a public meeting held in August. Following discussion of the proposed budget, the Board of Directors adopts a preliminary budget, which is then forwarded to the governing bodies of the participating member cities. After a minimum of 30 days allowed for review by member cities, the Board of Directors adopts the operating and capital budgets in a public meeting held in September.

FY2022 Budget Calendar

Date/Timeline	Activity
March 16, 2021	FY2022 Budget Kick-off The Budget Kick-off is presented by the budget analyst to the department heads and Vice Presidents. During the kick-off departments are instructed on the overall budget process and presented with a budget calendar.
April 2, 2021	Department Operating Budgets Returned Departments submit their proposed budgets and requested operating and capital projects.
April 13, 2021 through May 12, 2021	Department Budget Meetings The Budget Analyst and CFO meet with the department heads and their respective VP's to discuss their proposed budgets and requested projects in detail.
May 18, 2021	1st Meeting with Senior Staff / Budget Submitted operating department budgets and operating and capital project requests are presented to Senior Staff during a Budget Workshop for discussion and changes are identified as necessary.
June 1, 2021	2nd Meeting with Senior Staff / Budget After revisions, the preliminary budget is prepared and presented to Senior Staff for discussion during a second Budget Workshop and changes are identified if necessary.
August 10, 2021	3rd Meeting with Senior Staff / Budget During a third Budget Workshop with the Senior Staff the preliminary budget is reviewed for any updates that may have taken place since the last meeting.
August 12, 2021	Preliminary Budget Submitted for the Finance Committee
August 23, 2021	Finance Committee / Budget Workshop The purpose of this meeting is to present the preliminary Operating and Capital Budgets to the Finance and Audit Committee and request they recommend approval to Trinity Metro's Board of Directors.
August 23, 2021	Preliminary Board Approval
August 24, 2021	Distribution to Member Cities The preliminary budget will be sent out to the member cities of Fort Worth and Blue Mound for review.
September 10, 2021	Budget Submitted to the Finance Committee for Consideration
September 20, 2021	Budget Considered and Adopted by the Board



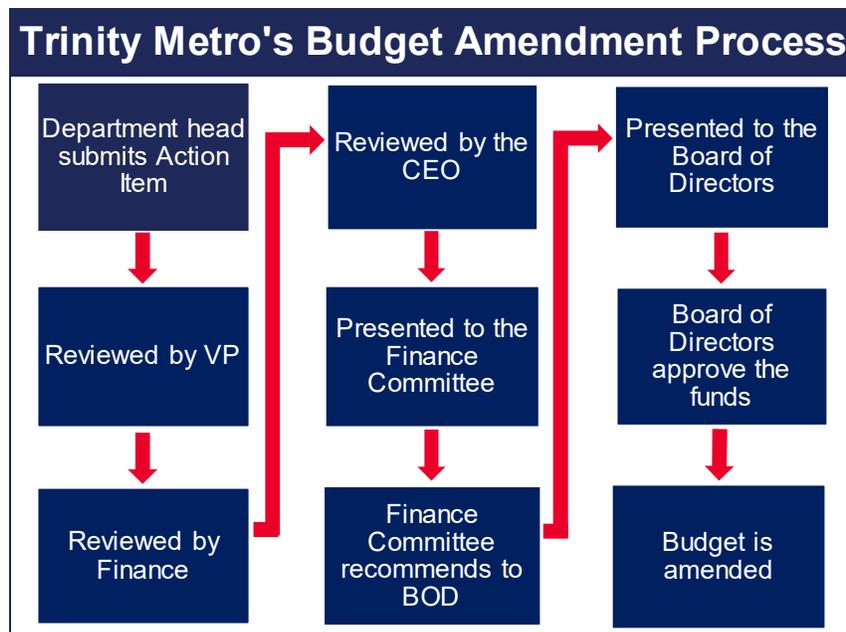
Budgetary Controls

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

Trinity Metro also maintains an integrated accounting system for budgetary control, with monthly budget to actual reports distributed to the department heads and their respective Vice Presidents.

Procedure for Amending the Operating and Capital Budget

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



Operating Budget Summary

The Operating Budget Summary is a comprehensive overview of operating revenues, operating expenses and capital project grant reimbursement revenues. It presents actual financial results for fiscal 2020, budget and forecast information for fiscal 2021 and budget for fiscal 2022. The “% diff*” column represents the percent difference between the fiscal 2022 budget and the fiscal 2021 forecast results.

Operating Budget Summary

(Amounts in Thousands)

	FY2020		FY2021		FY2022	
	Actual	Budget	Actual	% Diff	Budget	% Diff *
Service Revenues						
Fixed Route	\$ 4,058	\$ 4,192	\$ 3,201	(23.6%)	\$ 3,197	(0.1%)
Para-transit	896	865	784	(9.4%)	737	(5.9%)
TRE	1,423	1,736	643	(62.9%)	602	(6.4%)
TEXRail	303	339	343	1.0%	348	1.6%
Total Service Revenue	6,680	7,132	4,970	(30.3%)	4,885	(1.7%)
Other Revenues						
Sales Tax	81,274	57,112	85,373	49.5%	88,614	3.8%
Investment	742	80	85	5.8%	46	(45.6%)
Advertising	458	500	561	12.1%	535	(4.6%)
Operating Grants	70,634	27,345	50,429	84.4%	48,038	(4.7%)
Capital Grant Reimbursement	26,981	59,634	36,077	(39.5%)	71,597	98.5%
Contributions from Grapevine	8,814	6,275	9,003	43.5%	10,458	16.2%
Contributions from Partners	2,310	3,910	2,672	(31.7%)	2,678	0.2%
Miscellaneous	276	459	574	24.9%	1,558	171.5%
Rental Income	741	712	589	(17.3%)	716	21.7%
Fort Worth Bike Share	-	417	276	(33.8%)	426	54.1%
Total Other Revenue	192,231	156,444	185,638	18.7%	224,664	21.0%
Total Revenue	198,910	163,576	190,608	16.5%	229,549	20.4%
Operating Expenses						
Salary and Benefits	46,354	48,329	45,442	(6.0%)	48,517	6.8%
Services	43,215	58,979	54,049	(8.4%)	61,923	14.6%
Fuels and Lubricants	1,421	1,222	1,765	44.5%	1,798	1.8%
Tires and Tubes	344	469	407	(13.3%)	418	2.7%
Maintenance Materials	3,365	3,001	3,712	23.7%	3,326	(10.4%)
Supplies and Materials	814	1,235	1,041	(15.7%)	907	(12.9%)
Utilities	1,327	1,690	1,288	(23.8%)	1,515	17.6%
Insurance	4,982	7,657	6,146	(19.7%)	9,795	59.4%
Taxes and Fees	107	80	0	(100.0%)	44	#DIV/0!
Interest Expense	4,258	2,150	2,375	0.0%	0	(100.0%)
Miscellaneous	509	885	411	(53.5%)	815	98.2%
Total Operating Expenses	106,696	125,698	116,637	(7.2%)	129,058	10.6%
Other non-operating expense	(508)	67	(2,511)	(3830.5%)	-	(100.0%)
Net Available for Capital Expenditures and Reserves	\$ 92,722	\$ 37,811	\$ 76,482	102.3%	\$ 100,491	31.4%
Budgeted Non-Cash						
Depreciation	47,178	57,479	49,748	(13.5%)	49,980	0.5%

* Note: This is the difference between the fiscal 2022 budget and the actual fiscal 2021 results.

The following table is the fiscal 2022 department budgets with comparisons to the fiscal 2021 budget and forecast and the fiscal 2020 results.

Department Budgets

(Amounts in Thousands)

Department Name	FY2020	FY2021			FY2022	
	Actual	Budget	Forecasted	% Diff	Budget	% Diff *
Fixed Route Operations						
Bus Operations Admin	\$ 1,167	\$ 1,131	\$ 1,222	8.0%	\$ 1,273	4.2%
Bus Street Operations	844	1,083	978	(9.7%)	911	(6.8%)
Bus Radio Control	659	826	677	(18.1%)	819	21.0%
Bus Operations	18,421	19,307	18,883	(2.2%)	19,530	3.4%
Rebuild Engine	157	164	87	(46.9%)	164	87.6%
Body Shop	636	615	595	(3.2%)	634	6.6%
Electronics	1,224	1,023	1,079	5.5%	1,069	(0.9%)
Running Repair	6,099	5,903	6,627	12.3%	6,677	0.7%
Service Rack	1,679	1,651	1,807	9.5%	1,658	(8.3%)
ACCESS Operations						
ACCESS Administration	1,570	1,568	1,506	(4.0%)	1,566	3.9%
ACCESS Operations	7,126	6,916	7,060	2.1%	7,280	3.1%
ACCESS Maintenance	2,006	2,077	2,076	(0.1%)	2,017	(2.8%)
Commuter Rail						
TRE	12,946	16,080	15,721	(2.2%)	16,588	5.5%
TEXRail	23,270	30,071	26,833	(10.8%)	29,486	9.9%
ZIPZONE (Non-Grant Funded)						
Mercantile ZIPZONE	0	835	473	(43.3%)	676	43.0%
Near Southside ZIPZONE	0	1,226	849	(30.8%)	1,037	22.2%
Southlake ZIPZONE	0	426	0	(100.0%)	250	0.0%
General & Administrative						
Executive Administration	1,984	1,561	1,702	9.0%	1,368	(19.6%)
Customer Care	957	956	941	(1.6%)	945	0.4%
Envoy Program	0	273	224	(18%)	290	29.3%
Customer Relations	925	695	753	8.4%	696	(7.6%)
Accounting	1,364	1,084	861	(20.5%)	1,056	22.6%
Finance	1,176	2,901	1,208	(58.3%)	3,047	152.1%
Human Resources	2,184	2,562	2,231	(12.9%)	2,757	23.6%
Information Technology	3,068	4,428	4,530	2.3%	5,382	18.8%
Marketing	2,518	3,112	2,521	(19.0%)	2,971	17.8%
Governmental Relations	0	430	283	(34.2%)	432	52.8%
Grants Management	0	282	109	(61.4%)	327	200.3%
Planning	910	1,021	1,095	7.2%	1,497	36.8%
Procurement	882	1,000	848	(15.2%)	1,009	19.0%
Project Management	375	388	389	0.1%	395	1.7%
Risk	539	522	616	17.8%	524	(14.9%)
Safety	2,322	668	379	(43.2%)	600	58.2%
Security	1,931	2,440	2,180	(10.7%)	2,473	13.5%
Service Scheduling	130	160	108	(32.5%)	0	(100.0%)
Maintenance Administration	868	975	1,025	5.2%	1,131	10.3%
Material Management	599	669	561	(16.1%)	622	10.8%
Facilities Maintenance	4,502	4,899	4,990	1.9%	6,352	27.3%
Fort Worth Bike Share	0	584	423	(27.5%)	626	0.0%
Wellness Center	0	105	118	11.8%	94	0.0%
Total Operating Departments	105,040	122,617	114,568	(6.6%)	126,226	10.2%

Page 1 Subtotal	105,040	122,617	114,568	(6.6%)	126,226	10.2%
Grant Funded Activities						
NETS Program	913	1,223	975	(20.3%)	1,085	11.3%
TCTS Program	177	206	184	(10.9%)	199	8.3%
TCTS Extended Service	110	132	133	0.7%	0	(100.0%)
Vanpool	446	483	433	(10.4%)	388	(10.3%)
JARC Vanpool	9	36	44	22.1%	38	(14.6%)
Alliance ZIPZONE	0	805	73	(91.0%)	756	939.1%
South Tarrant ZIPZONE	0	195	228	16.7%	365	60.1%
Total Grant Funded	1,656	3,081	2,069	(32.8%)	2,832	36.8%
Total Departments	\$ 106,696	\$125,698	\$ 116,637	(7.2%)	\$ 129,058	10.6%

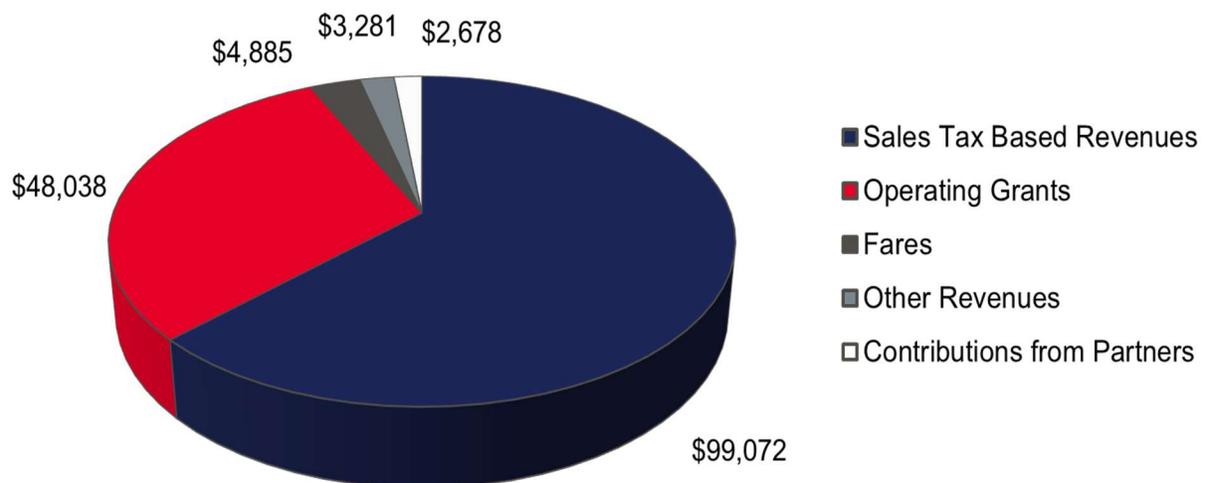
* Note: This is the difference between the fiscal 2022 budget and the actual fiscal 2021 results.

Revenues

Operating Revenues

Trinity Metro's operating revenue is defined as total revenue less capital grant reimbursement revenue. Trinity Metro's fiscal 2022 operating revenues are budgeted at \$158.0 million, which is a \$3.4 million, or 2.2% increase from the fiscal 2021 actual results. Sales tax based revenues and operating grant revenues are Trinity Metro's main sources of revenue representing approximately 63% and 30%, respectively, of the total operating revenue budget. Operating revenue also includes revenue from fares, advertising, rental fees, investment earning, and miscellaneous sources.

Fiscal 2022 Budgeted Operating Revenue Sources
(Amounts in Thousands)



Service Revenues

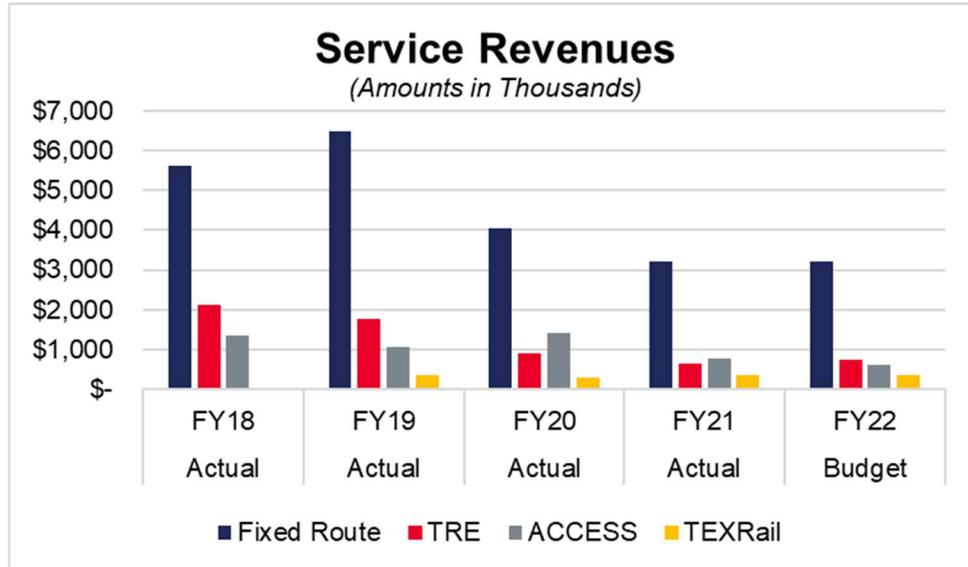
Service revenues are revenues sources from Trinity Metro's different modes of transit.

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

Before the impact of the COVID-19 pandemic Trinity Metro had seen a positive increase in service revenues and recently had seen a higher increase in ridership. Due to the

pandemic ridership drastically decreased resulting in less service revenues. For fiscal 2022 Trinity Metro’s ridership goal is 5,577,723 passengers.

Due to the “A Better Connection” re-design of the bus system Trinity Metro is offering reduced fares for some of its services from October 1, 2021 through December 31, 2021.



(Amounts in Thousands)

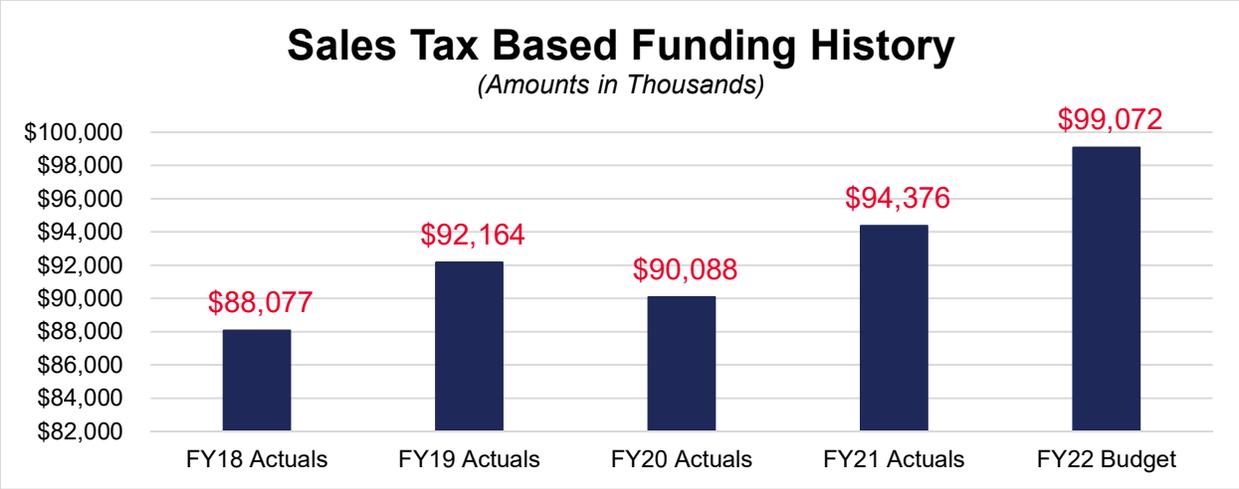
	Actual FY18	Actual FY19	Actual FY20	Actual FY21	Budget FY22
Fixed Route	\$ 5,629	\$ 6,478	\$ 4,058	\$ 3,201	\$ 3,197
TRE	2,130	1,772	896	643	737
ACCESS	1,358	1,062	1,423	784	602
TEXRail	-	365	303	343	348

Sales Tax

The fiscal 2022 sales tax revenue from the cities of Fort Worth and Blue Mound is budgeted at \$88.6 million, which is a \$3.2 million, or 3.8% increase from the fiscal 2021 actual results. Trinity Metro consulted with management at the City of Fort Worth and is using the City’s latest sales tax revenue estimate as a basis for the budget.

Sales tax contributions from the City of Grapevine is budgeted at \$10.5 million, which is a \$1.5 million, or 16.2% increase from the fiscal 2021 actual results. Trinity Metro has seen stronger sales tax collections in the final months of fiscal 2021 and anticipates a return to normalized levels of collections in fiscal 2022.

After fiscal 2022 Trinity Metro anticipates a 4% increase in sales tax based funding from fiscal 2023 through fiscal 2026 for sales tax received from the Cities of Fort Worth, Blue Mound, and Grapevine.



Grant Revenues

The Federal Transit Administration (FTA) formula grant (5307) represents a significant source of grant revenue that Trinity Metro receives each year. Traffic and population density in the Fort Worth-Dallas Metroplex is used in the calculation that determines how much federal grant assistance is distributed to the transit authorities in this region. The North Central Texas Council of Governments (NCTCOG) then determines the split of the funds between Dallas Area Rapid Transit (DART) in Dallas, Trinity Metro in Fort Worth and the Denton County Transit Authority (DART) in Denton.

Operating grant revenues, excluding the CARES Act and ARP Act, are budgeted to increase by \$46.8 million from the fiscal 2021 actual results. The reason for this large increase is due to timing of grant reimbursements for prior year’s federal formula funding which were not able to be reimbursed in fiscal 2021 due the state of Texas having cancelled its July TIP cycle.

Capital grant reimbursement revenues are budgeted to increase by approximately \$35.5 million, or 98.5% from the fiscal 2021 actual results. The reason for this is due to timing of grant reimbursements, including reimbursements for the TEXRail project that could not be recorded in prior years due to the portion of those grants fund not having been executed by the FTA, as well as new projects that will be funded by capital grants.

COVID-19 Relief Funding

In fiscal 2020 Trinity Metro received approximately \$55.2 million in CARES Act funding in order to provide relief caused by the COVID-19 pandemic. Trinity Metro recognized \$44.1 million in CARES Act funding in fiscal 2020 and \$11.1 million in fiscal 2021.

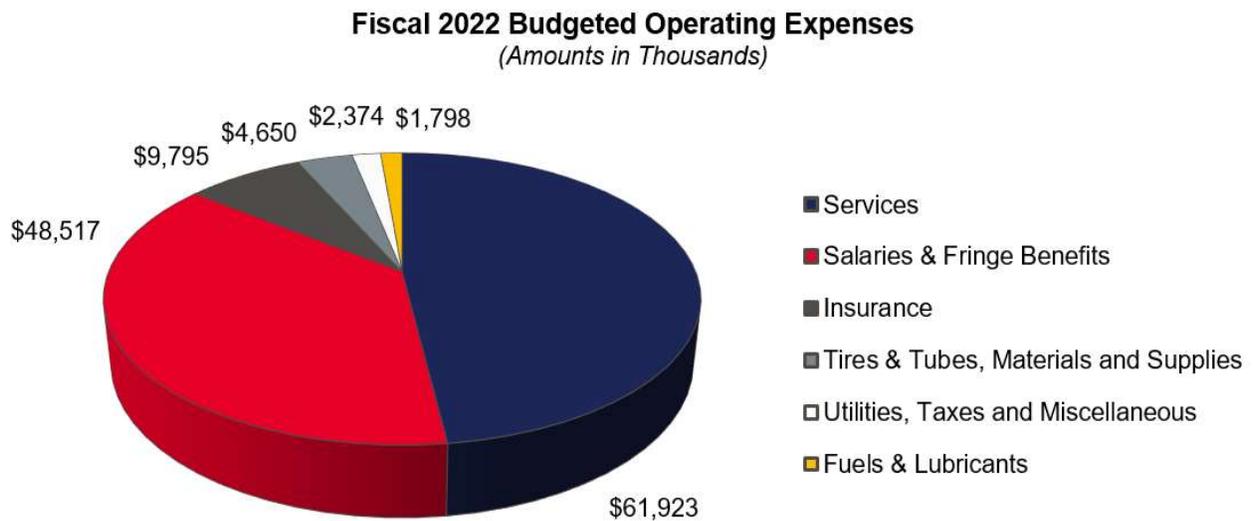
In fiscal 2021 Trinity Metro received approximately \$39.2 million in ARP Act funding for additional relief from COVID-19. Trinity Metro estimated it would reimburse \$38.0 million of ARP act funding in fiscal 2021 and the remaining \$1.2 million in fiscal 2022.

Trinity Metro did not receive any funding from the CRRSA Act.

Expenses

Operating Expenses

Trinity Metro's fiscal 2022 operating expense budget is \$129.1 million, which is a \$12.4 million, or 10.6% increase from the fiscal 2021 actual results.



Some of the major issues that impacted the formulation of the fiscal 2022 budget are as follows.

- Expenses for Purchased Transportation are anticipated to increase by \$1.7 million due to increases in the TEXRail and TRE O&M contracts, projected increases in ZIPZONE contract costs due to higher increases in ridership, and contracting routes 30 and 31;
- Casualty Insurance for Rail operations is anticipated to increase by \$3.6 million due to a new policy projected to go in effect in FY2022, an estimated 15% increase in rail liability insurance for TEXRail, and a projected 5% increase in other existing policies;
- Salaries and fringe benefits are anticipated to increase by \$3.1 million due to a projected 9% increase in group health insurance, a new bargaining unit contract for bargaining union employees, and new positions.

Capital Expenses

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

In accounting terms, a purchase is considered to be a capital expenditure when the asset acquired is a newly purchased capital asset or an investment that improves the useful life of an existing capital asset. If a purchase is a capital expenditure, it is capitalized; this

requires the company to spread the cost of the expenditure over the useful life of the asset. If, however, the purchase is one that maintains the asset at its current conditions, the cost is recorded as an expense in the year it is incurred.

Trinity Metro's capital budget for fiscal 2022 is \$1.2 billion. This amount consists of all projects that we have identified, whether they are near completion or will be started during fiscal 2022. The projected capital expenditures for fiscal 2022 are \$103.1 million and Trinity Metro's share from local funds is expected to be \$31.5 million. Our federal capital grant contributions are anticipated to be \$71.6 million.

There are several large non-routine capital expenditures for fiscal 2022:

- **TRE Trinity Lakes Station:** a construction project for a new TRE station in East Fort Worth that will anchor transit-oriented development. Trinity Metro has partnered with Newell Companies, which has set aside 200 acres for mixed-use development adjacent to the rail station;
- **Grove Street Design and Construction:** a construction project for the renovation of the 801 Grove Street building that will be the site of Trinity Metro's new headquarters with the anticipated move in date of December 2021;
- **Electric Bus Expansion:** a project to purchase two additional electric buses for Trinity Metro's The Dash route and to construct an additional charging station at Fort Worth Central Station;

Debt Administration

Trinity Metro does not have the authority to issue any long-term debt over five years ("long-term debt") and has no legal debt limit. As of September 30, 2011, Trinity Metro had the ability to incur certain types of debt with the approval of the voters within its service area and it had the ability to issue other types of debt without voter approval. There has been no vote to approve any debt.

Due to the financial structure of the TEXRail project, long term debt financing was not necessary. New Starts FFGA payments began in fiscal 2017, however there was a cash flow deficit for project capital expenditures (CAPEX) from fiscal 2018 through fiscal 2020. This cash flow deficit was met by short-term borrowing with rapid repayment. Repayments on the loan commenced in fiscal 2020 with full liquidation of the debt by September 30, 2021. The net proceeds of the short-term borrowing were \$325 million. The total payments on the short-term borrowing were \$357.6 million, which includes interest of \$32.6 million.

During fiscal 2011 the Texas Comptroller of public accounts had notified Trinity Metro it had erroneously remitted approximately \$4.6 million in sales tax collections. In fiscal 2014 the Comptroller notified Trinity Metro of an additional \$517 thousand had been erroneously remitted. In fiscal 2021 the Comptroller had notified Trinity Metro of an additional \$6.2 million had been erroneously remitted. Trinity Metro and the Comptroller had agreed to interest free monthly repayments, but Trinity Metro decided to pay off all existing debt obligations to the Comptroller by September 30, 2021. The total paid off in fiscal 2021 was \$9.5 million.

During the winter ice storm of February 2021, CNG fuel prices increased dramatically due to the increase demand in fuel costs resulting in \$442 thousand owed for the month of February. Trinity Metro and the Texas General Land Office agreed to interest free monthly repayments, but Trinity Metro decided to pay off the full balance by September 30, 2021.

As part of the CARES Act Trinity Metro had deferred approximately \$1.5 million in social security taxes. Trinity Metro decided to pay off the full balance by September 30, 2021.

Five Year Projection

Trinity Metro's Five-Year projection was developed to ensure that Trinity Metro would be able to pay off all its existing debt and loan obligations while being able to meet its yearly operating expenses and set aside funds for both identified and unidentified capital projects while maintaining is board required reserve requirement.

Trinity Metro Annual Surplus, Capital, Debt and Cash & Investments Projections

(\$ millions, roundings not corrected)

	Actual		Projection				
	FY20	Est. FY21	FY22	FY23	FY24	FY25	FY26
Net Surplus for Year - Cash Basis	110.6	106.7	99.0	18.3	16.7	16.7	24.4
Capital Expenditures							
Specified Expenditures (1)	(71.2)	(45.2)	(103.1)	(17.7)	(13.7)	(14.9)	(15.2)
Unspecified Expenditures (2)	-	-	-	(4.0)	(5.0)	(5.0)	(9.5)
Debt & Loan Repayments:							
\$325MM Loan - TEXRail	(265.0)	(60.0)	-	-	-	-	-
State of Texas (Sales Tax)	-	(9.5)	-	-	-	-	-
State of Texas (CNG) & SSA	-	(1.9)	-	-	-	-	-
City of Grapevine (Contribution)	(15.0)	-	-	-	-	-	-
Increase (Decrease) in Cash	\$ (240.6)	\$ (9.9)	\$ (4.1)	\$ (3.4)	\$ (2.0)	\$ (3.2)	\$ (0.3)
Cash & Investments							
Beginning Balance	273.7	33.1	23.2	19.1	15.6	13.7	10.5
Ending Balance	\$ 33.1	\$ 23.2	\$ 19.1	\$ 15.6	\$ 13.7	\$ 10.5	\$ 10.1
Reserve Requirement (2)		\$ 8.1	\$ 8.3	\$ 8.9	\$ 9.2	\$ 9.6	\$ 10.0
Reserve Difference		\$ 15.0	\$ 10.8	\$ 6.7	\$ 4.4	\$ 0.9	\$ 0.2

(1) Expenditures associated with identified capital projects.

(2) Expenditures not associated with identified capital projects and with no associated capital grant.

Pay-as-you-go

Under Trinity Metro's pay-as-you-go financial governance goal, current year operating expenses are paid for from current year operating revenues within each fiscal year.

Full-Time Equivalents (FTE's)

The following table represents the summary of budgeted FTE's by department for fiscal 2022 compared to actual year-end employee counts for fiscal years 2021 and 2020.

Summary of Positions by Department (in FTE's)

Fiscal Years	Actual 2020	Actual 2021	Budget 2022
Administration Departments:			
General & Administrative:			
Business Administration	5.5	6.0	3.5
Customer Care	15.5	15.5	15.0
Customer Relations	13.0	8.5	9.0
Envoy Program	8.5	5.0	5.0
Accounting	9.0	9.0	9.0
Finance	7.0	7.0	4.0
Human Resources	14.0	13.0	13.0
Information Technology	12.0	13.0	14.0
Marketing	9.5	9.0	8.0
Governmental Relations	0.0	0.0	1.0
Grants Management	0.0	0.0	2.0
Planning & Development	9.5	8.5	8.5
Procurement & Contract Admin	10.0	11.0	11.0
Project Management	2.0	2.0	2.0
Risk & Claims	2.0	2.0	2.0
Safety	1.0	1.0	1.0
Security	1.0	1.0	1.0
Commuter Rail:			
TEXRail	3.0	2.0	2.0
TRE	2.0	2.0	2.0
Fixed Route:			
Bus Ops Administration	10.0	11.0	10.0
Bus Street Ops	9.0	10.0	10.0
Bus Radio Control	7.0	7.0	7.0
Maintenance:			
Maintenance Administration	6.0	6.0	6.0
Material Management	10.0	10.0	10.0
Facilities Maintenance	40.0	40.0	50.0
ACCESS:			
ACCESS Administration	16.0	17.0	17.0
Fort Worth Bike Share:			
Fort Worth Bike Share	0.0	6.0	6.0
Wellness Center	0.0	1.0	1.0
Total Administration	223.5	223.0	230.0

Summary of Positions by Department (in FTE's)

Fiscal Years	Actual 2020	Actual 2021	Budget 2022
Page 1 Subtotal:	223.5	223.0	230.0
Operating Departments:			
ACCESS Maintenance	16.0	16.0	16.0
Rebuild Engine/Repair	2.0	2.0	2.0
Body Shop	8.0	8.0	8.0
Electronics Shop	11.0	11.0	11.0
Running Repair	34.0	34.0	34.0
Service Rack	30.0	30.0	30.0
ACCESS Operations	51.0	51.0	51.0
Fixed Route Operations	274.0	274.0	274.0
Total Operating:	426.0	426.0	426.0
Grant-funded Program:			
Vanpool	0.0	0.0	0.0
Total Grant-funded:	0.0	0.0	0.0
Total Departments:	649.5	649.0	656.0

The following is a summary of significant staffing changes in the fiscal 2021 budget compared to the actual 2020 FTE's.

- **Business Administration:** The 2.5 decrease is due to moving 1.0 position into the Governmental Relations department, eliminating 1.0 position, and converting a full-time position into a part-time position.
- **Customer Care:** The 0.5 decrease is due to eliminating a part time position.
- **Customer Relations:** The 5.0 increase is due to converting a part-time position into full-time.
- **Finance:** The 3.0 increase is due to moving 2.0 positions to the Grants Management department and the elimination of 1.0 position.
- **Marketing:** The 1.0 decrease is due to moving a position to the Information Technology department.
- **Planning & Development:** The 1.0 increase is due to adding a position previously in the Marketing department.
- **Governmental Relations:** The 1.0 increase is due to adding a position previously in the Executive Administration department.
- **Grants Management:** The 2.0 decrease is due to creating a new department and adding the two positions previously in the Finance department.

- **Facilities Maintenance:** The 10.0 increase is due to adding ten new full-time positions.
- **Bus Ops Administration:** The 1.0 decrease is due to the elimination of one position.

Capital

Trinity Metro's capital projects are partially funded with federal grants from the Federal Transit Administration. Other capital project funding comes from sales tax revenue, contributions from other entities and local fares. Trinity Metro's capital budget for fiscal 2022 is \$1.2 billion. This amount consists of all projects that we have identified, whether they are near completion or will be started during fiscal 2022. Trinity Metro's projected capital expenditures for fiscal 2022 are \$103.1 million; and Trinity Metro's share, from local funds, is expected to be \$31.5 million. Our federal capital grant contributions are anticipated to be \$71.6 million.

The capital projects in the fiscal 2022 budget are summarized in the "Capital Budget" section. Capital investment for years beyond fiscal 2022 relate primarily to TRE improvements, replacement of aging buses, maintaining capital assets, and upgrading existing assets.

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Fiscal 2022 Capital Budget

(Amounts in Thousands)

	Total Budget	Federal Share	Partner Contribution	Local Share
FY21 Projects Carried Over:				
<u>Bus / Facilities Maintenance</u>				
Grove Street Design and Renovations	\$ 8,014	\$ 2,000	\$ -	\$ 6,014
Electric Bus Expansion and Charger	3,361	2,720	-	641
HRP Fire System Upgrade	2,975	-	-	2,975
Access Control System	445	445	-	-
Underground Fuel Tanks Replacement	312	-	-	312
Re-Key All Buildings	90	-	-	90
<u>Rail</u>				
TEXRail FFGA	1,034,412	531,110	123,830	379,472
Trinity Lakes Station	25,827	14,000	-	11,827
TRE Capital Maintenance FY21 - FY26	63,343	24,403	-	38,940
TEXRail Capital Maintenance	4,675	-	-	4,675
TEXRail Segment 1 Environmental/Engineering	3,473	3,473	-	-
TRE Grade Crossings	886	709	-	177
TRE Station Security Video Enhancement	488	390	-	98
TEXRail Station Art	388	-	-	388
TEXRail Highway-Rail Grade Crossing Replacements	360	-	-	360
<u>Other</u>				
Automated Fare Collection System	5,148	-	-	5,148
Intelligent Transportation System	4,225	1,000	-	3,225
East Lancaster TOD Planning	750	600	100	50
Trinity Metro Mobile App	745	-	100	645
DriverMate CAD/AVL	650	-	-	650
Transit Signage Improvements	470	-	470	-
BRT Concept Development	244	-	-	244
Total FY21 Projects Carried Over	\$ 1,161,279	\$ 580,851	\$ 124,500	\$ 455,929

Fiscal 2022 Capital Budget Continued

(Amounts in Thousands)

	Total Budget	Federal Share	Partner Contribution	Local Share
Page 1 Subtotal	\$1,161,279	\$ 580,851	\$ 124,500	\$ 455,929
FY22 "New" Capital Projects:				
<u>Bus / Facilities Maintenance</u>				
Electric MCI Bus Expansion with Charging Infrastructure	\$ 16,383	\$ 16,383	\$ -	\$ -
Articulated Bus Replacements	9,096	7,732	-	1,364
New Flyer Bus Replacements	7,791	6,623	-	1,169
Ford Senator Replacements	505	429	-	76
ACCESS Van Replacements	1,845	1,568	-	277
Generator Upgrades	4,972	-	-	4,972
Bus Camera Replacement Project	3,013	-	-	3,013
Concrete Replacement	1,100	-	-	1,100
T&P Tunnel Improvements	518	-	-	518
Facilities Upgrades	440	-	-	440
Support Vehicle with Ramps Replacement	398	-	-	398
Paint Booth Renovations	392	-	-	392
Facilities Capital Maintenance	250	-	-	250
Support Vehicle Explorer Replacements	136	-	-	136
HVAC Replacement	95	-	-	95
T&P ADA Ramp	78	-	-	78
F150 Truck Support Vehicle replacement	71	-	-	71
Customer Care Backup HVAC	65	-	-	65
F350 Road Call Shop Truck Replacement	51	-	-	51
Replace 70' Light Pole	48	-	-	48
Security Support Vehicle Replacement	34	-	-	34
Medical Clinic Emergency HVAC	30	-	-	30
Expansion & Location of Radio Control	25	-	-	25
<u>Rail</u>				
TRE Ticket Vending Machines Replacements	584	-	-	584
Train Platform Validators	200	-	-	200
<u>Other</u>				
Server Equipment Replacement	1,500	-	-	1,500
Annual PC Equipment Replacement	1,344	-	-	1,344
Server Room Upgrade and Monitoring	635	-	-	635
CCTV Upgrades	249	249	-	-
Facility Vehicle Replacement	210	-	-	210
EasyRide within GoPass	50	-	-	50
Cubicles	34	-	-	34
Elliptical Machine Upgrade	24	-	-	24
Total FY22 "New" Capital Projects	52,166	32,984	-	19,182
Grand Total All Projects	\$1,213,445	\$ 613,834	\$ 124,500	\$ 475,111

Project Title: Grove St. Design and Renovation

Description of Project: The 801 Grove St. building was purchased with the sole purpose of renovating it into the new Trinity Metro Headquarters. The anticipated move in date is December 2021.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 8,014
Projected Expenditures Through FY21:	\$ 5,118
Projected Expenditures in FY22:	\$ 2,896



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 6,014
Grant Funds:	\$ 2,000
Other:	\$ 0

Operating Budget Effect: *Non-routine capital, federal and local funds, anticipated increase in utilities and building supply costs are expected.*

Project Title: Electric Bus Expansion and Charger

Description of Project: This project is for the purchase of two additional electric vehicles and the purchase and installation of an on route charger to further enhance our fleet to provide sustainability of optimum service for the DASH.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 3,361
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 3,361



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 641
Grant Funds:	\$ 2,720
Other:	\$ 0

Operating Budget Effect: *Non-Routine capital, federal and local funds, anticipated increase in utilities costs are expected.*

Project Title: HRP Fire System Upgrade

Description of Project: The existing fire alarm system at HRP is antiquated. Parts are hard to obtain and we purchase rebuilt or refurbished parts that the vendor has located. Once components of one building begin being replaced, the remainder of the system in that building must also be upgraded. All pull handles, overhead lights, annunciators, panels, etc. will be required to be brought to code.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 2,975
Projected Expenditures Through FY21:	\$ 25
Projected Expenditures in FY22:	\$ 1,950



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 2,975
Grant Funds:	\$ 0
Other:	\$ 0

Operating Budget Effect: *Routine capital, local funds, expected savings on repairs and parts.*

Project Title: Access Control System

Description of Project: This project is for an access control and software system replacement. Trinity Metro currently operates an antiquated 20-year old Honeywell access control system consisting of twenty-five Honeywell/Northern type control panels, seventy-five HID card readers, in addition to approximately thirty-two magnetic door locks. WIN-PAK PE 4.0 is the software platform used to manage the access control system. The current Honeywell system secures and monitors controlled access to the following facilities: HRP, 2304 Pine Street, Burnett Plaza Administration, 801 Grove Street, and Fort Worth

Schedule of Project Costs (\$000's):

Total Budget:	\$ 445
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 445



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 0
Grant Funds:	\$ 445
Other:	\$ 0

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

Project Title: Underground Fuel Tanks Replacement

Description of Project: This project is to remove the existing 10,000 gallon unleaded and 20,000 gallon diesel fuel tanks and associated dispensers. Storage would then be re-established with above ground tanks. This will reduce the risks posed by storing petroleum products underground at Trinity Metro's facility. It will also reduce the regulatory requirements. The current red jacket inventory system provides inaccurate information requiring additional work by the material management department. The underground tanks will come with a new inventory system.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 312
Projected Expenditures Through FY21:	\$ 122
Projected Expenditures in FY22:	\$ 190



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 312
Grant Funds:	\$ 0
Other:	\$ 0

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

Project Title: Re-Key All Buildings

Description of Project: This is a carryover project to rekey all locks to a new master system. Over the last 15-23 years, locks have been changed and far too many master keys have been given out and with all the recent office moves the original set up for sub master keys is outdated and obsolete. We would like to re-key all of the buildings to ensure everyone has the keys they need to access their areas while still providing security and safety throughout the buildings.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 312
Projected Expenditures Through FY21:	\$ 122
Projected Expenditures in FY22:	\$ 190



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 312
Grant Funds:	\$ 0
Other:	\$ 0

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

Project Title: TEXRail FFGA

Description of Project: Although TEXRail has been in revenue service since January 2019, there are still small projects left to be completed which would fall under the TEXRail FFGA project budget.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 1,034,412
Projected Expenditures Through FY21:	\$ 953,194
Projected Expenditures in FY22:	\$ 459



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 379,472
Grant Funds:	\$ 531,110
Other:	\$ 123,830

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

Project Title: Trinity Lakes Station

Description of Project: In May 2016 the City of Richland Hills withdrew its membership from Fort Worth Transportation Authority. Dallas Area Rapid Transit (DART) has requested Trinity Metro to close or relocate the TRE Richland Hills Station.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 25,827
Projected Expenditures Through FY21:	\$ 1,111
Projected Expenditures in FY22:	\$ 22,244



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 11,827
Grant Funds:	\$ 14,000
Other:	\$ 0

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

Project Title: TRE Capital Maintenance FY21 – FY26

Description of Project: This project is for routine capital maintenance for the TRE based on the 5-Year capital plan.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 63,343
Projected Expenditures Through FY21:	\$ 6,302
Projected Expenditures in FY22:	\$ 15,251

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 38,940
Grant Funds:	\$ 24,403
Other:	\$ 0



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

Project Title: TEXRail Capital Maintenance

Description of Project: This project for routine capital maintenance for TEXRail based on the 5-Year capital plan.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 4,675
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 114

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 4,675
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: TEXRail Segment 1 Environmental / Engineering Studies

Description of Project: This project is environmental and engineering studies for the TEXRail extension into the Medical District.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 3,473
Projected Expenditures Through FY21:	\$ 1,736
Projected Expenditures in FY22:	\$ 1,736



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 0
Grant Funds:	\$ 3,473
Other:	\$ 0

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

Project Title: TRE Grade Crossings

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

Schedule of Project Costs (\$000's):

Total Budget:	\$ 886
Projected Expenditures Through FY21:	\$ 392
Projected Expenditures in FY22:	\$ 494



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 177
Grant Funds:	\$ 709
Other:	\$ 0

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

Project Title: TRE Station Security Video Enhancements

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

Schedule of Project Costs (\$000's):

Total Budget:	\$ 488
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 488



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 98
Grant Funds:	\$ 390
Other:	\$ 0

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

Project Title: TEXRail Station Art

Description of Project: This project is for the installation of station art on the TEXRail station windscreens.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 488
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 488



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 98
Grant Funds:	\$ 390
Other:	\$ 0

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

Project Title: TEXRail Highway-Rail Grade Crossing Replacements

Description of Project: The highway-rail grade crossings located at Pleasant Run Rd (MP 27.7) and Brandsford Rd. (MP 27.34) are both in need of replacing. Both of these locations are existing crossings and were not part of the TEXRail project.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 360
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 360

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 360
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: Automated Fare Collection System

Description of Project: This project is for the replacement of the fare collection system, which includes hardware and software to bring our processes into the 21st century.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 5,148
Projected Expenditures Through FY21:	\$ 4,239
Projected Expenditures in FY22:	\$ 909

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 5,148
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: Intelligent Transportation System

Description of Project: The Intelligent Transportation System (ITS) consisting of Automatic Vehicle Location (AVL), Computer Aided Dispatch (CAD), Vehicle Health Monitoring (VHM), Automated Passenger Counters (APC) and an onboard voice Announcement System (VAS). The system will provide details on the exact positions of Fixed Route, ACCESS and train vehicles and equipment, ensure drivers are logged in, what routes drivers are traveling, if drivers are on time, accurate forecast of next vehicle arrival as well as departure information for riders.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 5,148
Projected Expenditures Through FY21:	\$ 4,239
Projected Expenditures in FY22:	\$ 909



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 5,148
Grant Funds:	\$ 0
Other:	\$ 0

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

Project Title: East Lancaster TOD Planning

Description of Project: This project is for planning Transit Oriented Development (TOD) on East Lancaster.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 750
Projected Expenditures Through FY21:	\$ 204
Projected Expenditures in FY22:	\$ 545



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 50
Grant Funds:	\$ 600
Other:	\$ 100

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

Project Title: Trinity Metro Mobile App

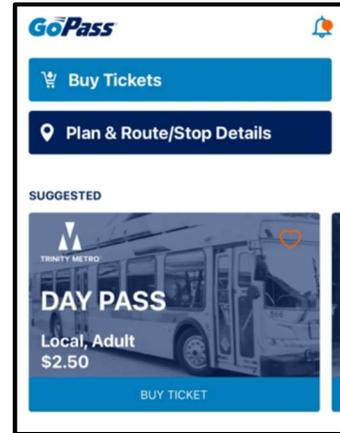
Description of Project: Trinity Metro has been working with DART on the development of a mobile ticketing application and platform specific to Trinity Metro. This platform provides for the purchase, payment and delivery of tickets for transit and other fare products, as well as providing other transit features such as travel planning, status information about buses, trains, on-demand service, availability of B-Cycles at FWBS locations and other transit features.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 745
Projected Expenditures Through FY21:	\$ 204
Projected Expenditures in FY22:	\$ 541

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 645
Grant Funds:	\$ 0
Other:	\$ 100



Operating Budget Effect: *Non-routine capital, local funds and City of Fort Worth funds, additional annual fees.*

Project Title: DriverMate CAD/AVL

Description of Project: This project is for the replacement of the Mobile Data Terminals (MDT's) in the ACCESS vehicles and contractor vehicles. This software will allow our ACCESS contractors to provide and maintain the equipment on their own fleet and enable inexpensive replacement of equipment in TM vehicles. Dispatch will receive immediate notification of a no show to manage schedule in real-time and be able to access real-time trip data, track mileage, gather eligibility data, digital signatures, client information, etc.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 650
Projected Expenditures Through FY21:	\$ 30
Projected Expenditures in FY22:	\$ 620

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 650
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: Transit Signage Improvements

Description of Project: The City of Fort Worth has partnered with Trinity Metro for Transit Technology improvements which includes one electric bus charging station, forty-five electronic transit signs, and fifty solar lighting sets for bus shelters. This portion of the project is for the purchase digital bus stop signs and bus shelter solar lights.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 470
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 470



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 0
Grant Funds:	\$ 0
Other:	\$ 470

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

Project Title: BRT Concept Development

Description of Project: This project is for Bus Rapid Transit (BRT) concept development on East Lancaster.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 244
Projected Expenditures Through FY21:	\$ 136
Projected Expenditures in FY22:	\$ 108



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 244
Grant Funds:	\$ 0
Other:	\$ 0

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

Project Title: Electric MCI Bus Expansion with Charging Infrastructure

Description of Project: This project is for the purchase of eight Electric MCI forty-five foot buses and infrastructure for the high intensity bus corridor project.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 16,383
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 16,383



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 0
Grant Funds:	\$ 16,383
Other:	\$ 0

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

Project Title: Articulated Bus Replacements

Description of Project: This project is to replace eight articulated buses which will reach their useful life in 2022.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 9,096
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 9,096



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 1,364
Grant Funds:	\$ 16,623
Other:	\$ 0

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

Project Title: New Flyer Bus Replacements

Description of Project: This project is to replace eight thirty-five foot units which have reached their useful life or will reach their useful life in 2022.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 7,791
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 7,791



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 1,169
Grant Funds:	\$ 7,732
Other:	\$ 0

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

Project Title: Ford Senator Replacements

Description of Project: This project is to replace five Ford Senators which have reached their useful life.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 505
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 505



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 76
Grant Funds:	\$ 429
Other:	\$ 0

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

Project Title: ACCESS Van Replacements

Description of Project: This project replaced ten ACCESS vans that have reach their useful life.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 1,845
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 1,845



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 277
Grant Funds:	\$ 1,568
Other:	\$ 0

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

Project Title: Generator Upgrades

Description of Project: Two generators at HRP are used as backup power. They have reached their useful life. During the winter event in February 2020, both generators failed to come on when there was a power outage, despite doing regular weekly checks on the generators. The current transfer switches for the generators allow for limited power to the HRP complex. This request is to replace the generators with upgraded generators that contain fuel polishers which will prevent the diesel from gelling, as it did during this event. The transfer switches would be upgraded so the entire facilities are fed by the generators.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 4,972
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 4,972



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 4,972
Grant Funds:	\$ 0
Other:	\$ 0

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

Project Title: Bus Camera Replacement Project

Description of Project: This project is for replacing the old analog camera system to digital and to replace cameras on the fleet.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 3,013
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 3,013

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 3,013
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: Concrete Replacement

Description of Project: This project is for the routine replacement/repair of concrete at HRP and our various other properties. As soil shifts, as water permeates cracks in concrete, and as buses drive over concrete, routine maintenance is necessary to replace concrete panels, sidewalks, curbs, and other areas as pot holes appear and existing concrete loses its integrity.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 1,100
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 220

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 1,100
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: T&P Tunnel Improvements

Description of Project: The tunnel at T&P leaks during rain events, which causes sheetrock damage to the ceiling. The water accumulates on the floor and in the seams between the tile, creating a slip hazard. At times, water has been observed flowing near the light fixtures in the ceiling. When the weather is humid, the tiles also sweat, causing the surface to become wet and slippery, creating a slip hazard. This proposal is to remove all floor, wall and ceiling finishes to fully identify the leak source and provide the most comprehensive repair and improvements to the structure.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 518
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 518

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 518
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: Facilities Upgrades

Description of Project: The HRP complex and monuments signs at numerous satellite facilities currently display “The T” logo. This project would allow for the remaining monument signs and building to reflect the current “Trinity Metro” name and branding.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 440
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 440

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 440
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: Support Vehicle with Ramps Replacement

Description of Project: This project replaces eight support vehicles for ACCESS and Fixed Route support that are have reached their useful life.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 398
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 398



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 398
Grant Funds:	\$ 0
Other:	\$ 0

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

Project Title: Paint Booth Renovations

Description of Project: This project is for renovations to the current paint booth which is over 30 years old and currently out dated. The current paint booth breaks down periodically and it has become harder to obtain parts for repairs which greatly slows down production and hurts the down bus rate.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 392
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 392



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 392
Grant Funds:	\$ 0
Other:	\$ 0

Operating Budget Effect: *Routine capital, local funds, estimated savings in repair costs.*

Project Title: Facilities Capital Maintenance

Description of Project: This project is for any unforeseen capital maintenance issues that may occur throughout FY22. Examples of uses in the past are hot water heaters replacements, HVAC replacements, and gate replacements.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 392
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 392

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 392
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: Support Vehicle Explorer Replacements

Description of Project: This project replaces three support vehicles which have reached their useful life and one vehicle which was in an accident and deemed a total loss by insurance.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 136
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 136

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 136
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: HVAC Replacements

Description of Project: This project is for the replacement of HVAC units that have reached their useful life at the T&P ballroom, the HRP operations building, the HRP guard shack, and the units service the north and south pavilions at Fort Worth Central Station.

Schedule of Project Costs (\$000's):

Total Budget: \$ 95

Projected Expenditures Through FY21: \$ 0

Projected Expenditures in FY22: \$ 95

Sources of Funding (\$000's):

Trinity Metro Local Funds: \$ 95

Grant Funds: \$ 0

Other: \$ 0



Operating Budget Effect: *Routine capital, local funds, estimated savings in repair costs.*

Project Title: T&P ADA Ramp

Description of Project: This project is to replace the existing ADA ramp for the TRE at the T&P station which was built as a temporary ramp until a permanent ramp was built.

Schedule of Project Costs (\$000's):

Total Budget: \$ 78

Projected Expenditures Through FY21: \$ 0

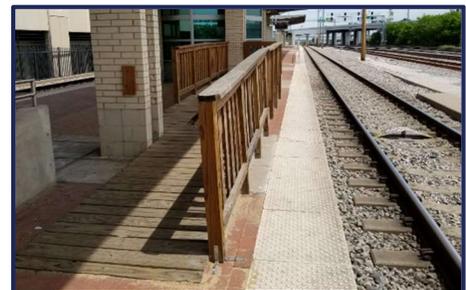
Projected Expenditures in FY22: \$ 78

Sources of Funding (\$000's):

Trinity Metro Local Funds: \$ 78

Grant Funds: \$ 0

Other: \$ 0



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

Project Title: F150 Truck Support Vehicle replacement

Description of Project: This project is to replace two F150 trucks which have reached their useful life.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 71
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 71



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 71
Grant Funds:	\$ 0
Other:	\$ 0

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

Project Title: Customer Care Backup HVAC

Description of Project: The customer care area of HRP is currently heated and cooled by the 50-ton unit which provides air to the remainder of the second floor of HRP. When the 50-ton unit is off, it results in high temperatures in the customer care area. This project is to provide a secondary unit to provide HVAC services to this area when the 50-ton unit is not operating.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 65
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 65



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 65
Grant Funds:	\$ 0
Other:	\$ 0

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

Project Title: F350 Road Call Shop Truck Replacement

Description of Project: This project is to replace one F350 road call truck which has reached its useful life.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 51
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 51

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 51
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: Replace 70' Light Pole

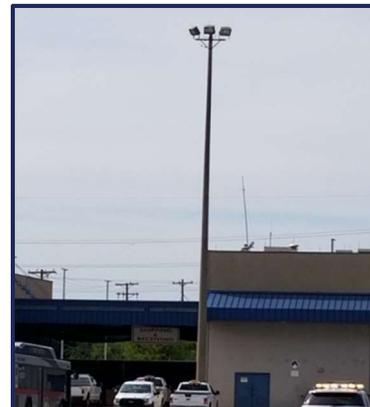
Description of Project: There are four 80' lights that illuminate the southern portion of the bus parking lot. The concrete of one of the lights has degraded over time and needs to be replaced. The light poles provide needed light for operators as they pull in and out of the bus lot, also helping to illuminate pedestrians walking on the lot and keeping them safe. This proposal is to replace the light pole. The light fixture would also be replaced with a new LED light fixture.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 48
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 48

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 48
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: Security Support Vehicle Replacement

Description of Project: This project is to replace one Ford Taurus vehicle for the Security department. It was involved in an accident that insurance has declared as a Total Loss.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 34
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 34



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 34
Grant Funds:	\$ 0
Other:	\$ 0

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

Project Title: Medical Clinic Emergency HVAC

Description of Project: This proposal is to install an emergency mini-split HVAC unit which will continue to cool the medicine room and part of the staff area in the Trinity Metro health clinic. The unit would be used when the main 50-ton unit is not able to maintain the required temperatures.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 30
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 30



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 30
Grant Funds:	\$ 0
Other:	\$ 0

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

Project Title: Expansion & Location of Radio Control

Description of Project: Radio Control has outgrown the current work area. The department needs to expand by one console and relocate to the second floor at HRP.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 25
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 25

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 25
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: TRE Ticket Vending Machines Replacements

Description of Project: This project is for Replacing the TRE TVM's from Gen 3 to Gen 4. We have eight (8) Gen 3's remaining on the Centreport, Richland Hill and Hurst Bell stations.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 584
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 584

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 584
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: Train Platform Validators

Description of Project: This project will add two platform validators to each of the twelve train platforms for TEXRail and TRE.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 200
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 200



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 200
Grant Funds:	\$ 0
Other:	\$ 0

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

Project Title: Server Equipment Replacement

Description of Project: This project is for the equipment replacement schedule replacing servers, switches, firewalls, and support hardware on a rotating basis.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 1,500
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 375

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 1,500
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: Annual PC Equipment Replacement

Description of Project: This project is to replace desktops, laptops, tablets, monitors, desk phones, and thin clients on a rotating basis.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 1,344
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 336

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 1,344
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: Server Room Upgrade and Monitoring

Description of Project: This project is to replace the monitoring server which has reached its end of line in the in the server room.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 635
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 635

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 635
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: CCTV Upgrades

Description of Project: This project is for upgrades to the CCTV system.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 635
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 635

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 0
Grant Funds:	\$ 635
Other:	\$ 0



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

Project Title: Facility Vehicle Replacement

Description of Project: This project is for the replacement of four facilities vehicles that have reached their useful life.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 210
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 210

Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 210
Grant Funds:	\$ 0
Other:	\$ 0



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

Project Title: EasyRide within GoPass

Description of Project: This project is to add functionality for the EasyRide program to the GoPass application.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 50
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 50



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 50
Grant Funds:	\$ 0
Other:	\$ 0

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

Project Title: Cubicles

Description of Project: The call center needs new cubicles. The ones that are currently in use are over 15 years old and are falling apart.

Schedule of Project Costs (\$000's):

Total Budget:	\$ 34
Projected Expenditures Through FY21:	\$ 0
Projected Expenditures in FY22:	\$ 34



Sources of Funding (\$000's):

Trinity Metro Local Funds:	\$ 34
Grant Funds:	\$ 0
Other:	\$ 0

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

Project Title: Elliptical Machine Upgrade

Description of Project: This project is for the purchase of four new elliptical machines for the wellness center. The current elliptical machines are past their useful life and do not function properly.

Schedule of Project Costs (\$000's):

Total Budget: \$ 24

Projected Expenditures Through FY21: \$ 0

Projected Expenditures in FY22: \$ 24

Sources of Funding (\$000's):

Trinity Metro Local Funds: \$ 24

Grant Funds: \$ 0

Other: \$ 0



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

GLOSSARY

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

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

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

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

Alight – To get off a transit vehicle.

Allocation – An administrative distribution of funds.

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

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

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

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

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

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

Board – To enter a transit vehicle.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Intermodal – Switching from one form of transportation to another.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Service Area – A geographic area provided with transit service.

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

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

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

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

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

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

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

Vehicle Miles – Number of miles traveled by a vehicle.

Zone Fares – Different fares for different regions of service.

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TRANSIT ACRONYMS

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

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

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

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

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Fare Structure

Single Ride	Cost
Bus - Local	\$2.00
Bus - Local Reduced	\$1.00
Xpress Buses - Local <i>(route numbers ending with 'X')</i>	\$2.50
Xpress Buses - Local Reduced <i>(route numbers ending with 'X')</i>	\$1.25
TEXRail - Local <i>(Fort Worth to DFW Airport)</i>	\$2.50
TEXRail - Local Reduced <i>(Fort Worth to DFW Airport)</i>	\$1.25
Trinity Railway Express - Local <i>(West Zone to CentrePort)</i>	\$2.50
Trinity Railway Express - Local Reduced <i>(West Zone to CentrePort)</i>	\$1.25
ZIPZONE - Local <i>(Excludes Alliance ZIPZONE)</i>	\$1 - \$3
ZIPZONE + One - Local <i>(Excludes Alliance ZIPZONE)</i>	\$4.50

Multi-Ride	1-Day	7-Day	30-Day	Annual
Local	\$5.00	\$25.00	\$80.00	\$800.00
Local - Reduced Fare	\$2.50	\$12.50	\$40.00	\$400.00

Regional	1-Day	7-Day	30-Day	Annual
Regional	\$12.00	N/A	\$192.00	\$1,920.00
Regional - Reduced	\$3.00	N/A	\$48.00	\$576.00

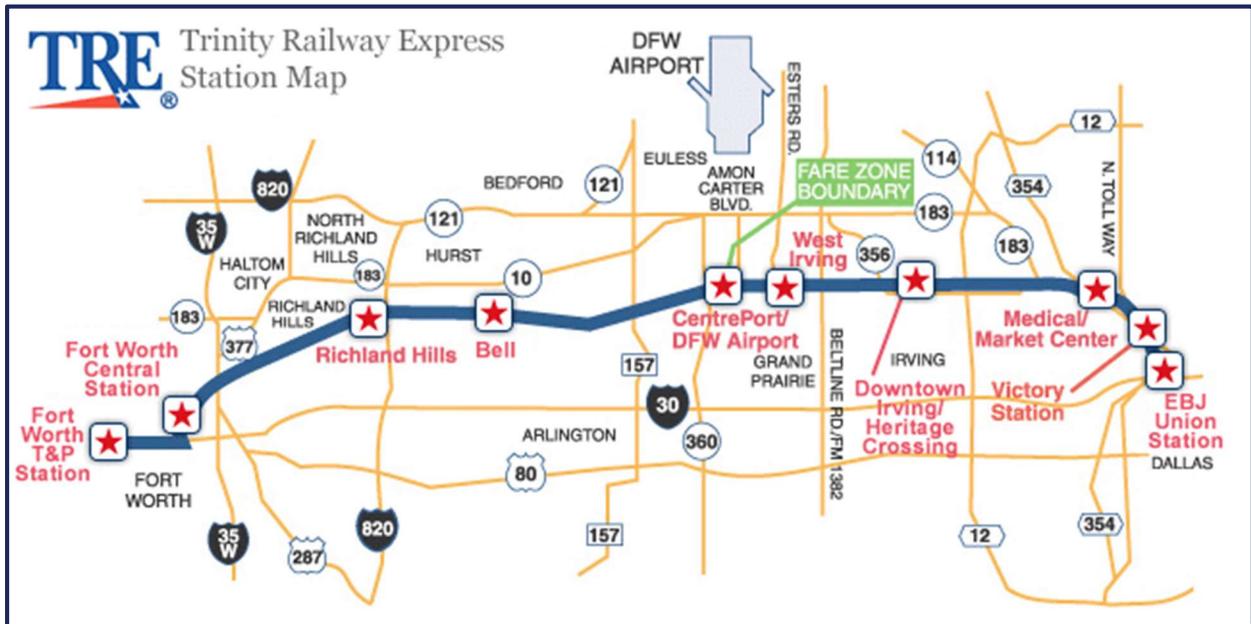
ACCESS	One-Way	10 Ride
ACCESS Vans	\$4.00	\$20.00
ACCESS On Local Bus	\$1.00	N/A
ACCESS Personal Care Attendant <i>(On Local Bus)</i>	\$1.00	N/A

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TEXRail



Trinity Railway Express



Contact

TRINITY METRO
801 GROVE STREET
FORT WORTH, TX 76102

CUSTOMER CARE
817.215.8600

Connect With Us!

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Capital Projects Discussion

Board Retreat
March 2, 2022



State of the Agency

- Present financial position is strong
- Agency services are gaining
- Improving coordination
- Outside entities seeking partnerships



Agency Challenge

- How should the agency grow/expand services?
 - Board of Directors guidance
 - External influences and positions
- Aligned visions?
- Political and financial influences
- Equity
- Technology and modes
- Project cost increases/inflation
- Buy America requirements



Funding Situation

Trinity Metro
Local Funds Available:

\$35.3M

Trinity Metro
Local Funds Needed:

\$101.5M

Future Funding Considerations



Stretch/Rebalancing of Funds

- Increasing availability of formula funds (5307) through increased grant funding and TDC allowances on current budgeted Capital or Operating projects

Adjusted Unassigned Funding (FY22-FY26)

- TM Local Funds not allocated to a Capital or Operating project

Major Capital Projects

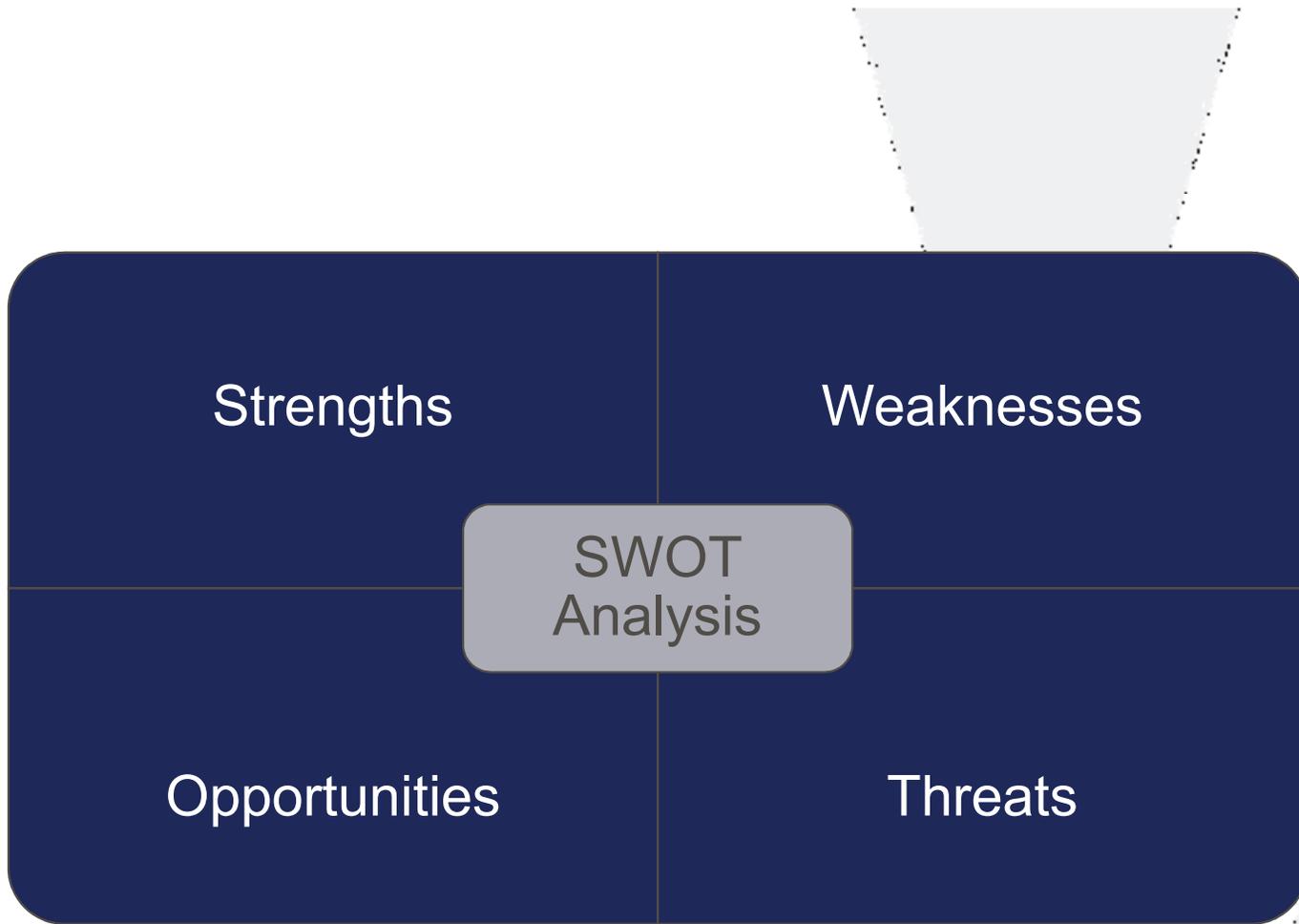
Numbers in \$M

Project	Initial Project Cost	Current Project Cost	Project Cost Background
Trinity Lakes Station and Parking Lot	\$6.0 (station only)	\$32.3 (station, parking, track realignment)	TM initially responsible for station, developer was responsible for parking lot and access road. Station location in curve requiring track realignment to create a tangent. Costs estimates developed in 2016. Due to type of funding (federal) identified by developer requires TM to also construct the parking lot. Waiting on developer to provide parking lot designs. TM construction firm onsite building station.
High Intensity Bus/ Guaranteed Transit	\$16.0	\$16.0	No project cost changes at this time. NCTCOG is providing federal funding for new electric coach type buses, electric infrastructure, and operating funds for three years.
TRE Modernization/ Double Tracking	\$73.0	\$73.0	Anticipating potential cost increases due to inflation.
Katy Lofts	Pending	Pending	Project cost unknown at this time due to changes in managing development company. Initially considered as a funding swap of local for federal funds to assist the previous project developer in financing project.
TEXRail Extension to Medical District	\$127.0	\$167.0	Project cost increases include inflation impacts on overall project cost, refinement of quantities between 15% and 30% design, addition of project elements requested by project partners including a new bridge over FWWR for UPRR main tracks, realignment of track, and right-of-way needed to parallel FWWR track and addition of a 5 th track and signaling for UPRR to allow TM access northern most UPRR track west of T&P Station.
E Lancaster BRT	\$150.0	\$150.0	TM project investment level will vary depending on project details and cross-section.

Major Capital Projects

Numbers in \$M

Project	Current Project Cost	Local Share Needed	TM Local Share	Considerations
Trinity Lakes Station and Parking Lot	\$32.3 (station, parking, track realignment)	\$6.4 20%	\$6.4	Project cost increases due to station location, track realignment, inclusion of parking lot. Project connected to TRE double tracking.
High Intensity Bus/ Guaranteed Transit	\$16.0	\$3.2 20%	\$3.2	NCTCOG has identified funds for purchase of new electric coach buses and limited operating expenses for the service.
TRE Modernization/ Double Tracking	\$73.0	\$14.0 20%	\$14.0	Double tracking of 2 miles of TRE track. Federal BUILD grant, NCTCOG will own new track per FTA.
Katy Lofts	Pending	\$11.3	\$11.3	Potential TOD development at T&P Station, swap federal funding for local funds, new developers involved, funding plan may change.
TEXRail Extension to Medical District	\$167.0	\$56.6 34%	\$56.6	Project cost increased \$40 due to inflation, material costs, project additions. Differing federal and local shares for project funding sources (FFGA 48.3%, other Fed sources 80%).
E Lancaster BRT	\$150.0	\$30.0 20%	\$10.0	Differing opinions on type of project, CFW led study to determine alignment, +\$20M of local funds (State \$10M, CFW Bond \$10M).
Totals	\$438.3	\$121.5	\$101.5	



Trinity Lakes Station

Strengths

- New modern station
- Station design is complete
- Control schedule by including parking lot in TM project

Weaknesses

- Being the first to construct in station area
- Increased project scope and cost



Trinity Lakes Station

Opportunities

- Transit Oriented Development
- Ridership increases
- TRE example of TOD
- Expansion of development in east Fort Worth
- Future development by Hurst on north side of station

Threats

- Potential that TOD does not develop as anticipated
- Lack of data sharing by developer
- Station access road schedule

High Intensity Bus/ Guaranteed Transit

Strengths

- New modern service and vehicle
- Guaranteed nature of service

Weaknesses

- Lack of marketing plan
- Application of fare reimbursements for guaranteed arrivals



High Intensity Bus/ Guaranteed Transit

Opportunities

- Capture new riders
- Improve public perception of TM and transit
- Connect people to jobs

Threats

- Limited acceptance by public
- Potential to be more costly than expected (inflation)
- Increased operating costs
- Time between bus order and delivery

TRE Modernization/ Double Tracking

Strengths

- Provides additional double tracking in Tarrant County
- Assist in recovery for delayed trains

Weaknesses

- Local funds identified for this project could be used for other agency priorities
- Limited benefit to the agency
- Does not add ridership to TRE

TRE Modernization/ Double Tracking

Opportunities

- Provides additional passing sidings for train meets
- Future opportunities for service expansion

Threats

- Potential for increased project costs that will be absorbed by local funds not federal funds
- Ongoing track maintenance

Katy Lofts

Strengths

- Fort Worth example of TOD
- Development next to T&P Station

Weaknesses

- Previous version had too much local funds needed to make project work
- Swap of federal and local funds limited the agency's future use of local funds

Katy Lofts

Opportunities

- Transit Oriented Development
- Ridership increases

Threats

- Large amount of local funds used for project

TEXRail Extension

Strengths

- Continues rail corridor as identified in original vision
- Direct connection to medical district

Weaknesses

- Cost per mile is twice as much as original investment
- Political awareness and insistence of project completion
- Federal/local funding shares
- Return unused portion of FFGA funds

TEXRail Extension

Opportunities

- Ridership increases
- Improved relationships with partners

Threats

- Rising project costs
- Inflation
- Project partner requests
- Increase in operating and ongoing capital costs



E Lancaster BRT

Strengths

- Ridership increases
- Corridor investment
- East Fort Worth focus
- Expansion to Arlington

Weaknesses

- Differing corridor visions

E Lancaster BRT

Opportunities

- New improved service
- Increase in ridership

Threats

- Increase in operating costs

Trinity Metro Funding Variables

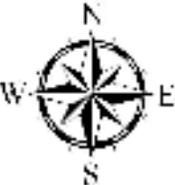
Opportunities

- Positive sales tax revenue trends
- Potential formula funding increase
- Historical conservative budgeting bias

Threats

- Funding for projects not currently identified
- Limitation of ability to obtain meaningful future grant funding – lack of local match
- Inflation

105 S. Watson Rd., Arlington, TX



Arlington Property					
TAD Account	Acquisition Date	Square footage	Purchase price	Current TAD value	Estimated Market Value*
04643801	8/10/2016	177,332	\$ 1,115,000	\$ 1,115,001	\$ 1,338,001

* Estimate based on 20% of TAD value

Downtown Fort Worth Parking Lots



Downtown parking					
TAD Account	Acquisition Date	Square footage	Purchase price	Current TAD value	Estimated Market Value*
40163466	4/6/2015	8,238		\$ 758,555	
00004189	4/6/2015	11,762	\$ 950,000	\$ 1,083,045	
00004219	11/13/2009	10,000	\$ 535,000	\$ 906,450	\$ 8,000,000
00004197	3/20/2015	5,000	\$ 227,375	\$ 374,500	
00004200	12/28/2010	5,000	\$ 300,000	\$ 451,000	

*Estimate is based on \$200/square foot