

**Fiscal 2010
Business Plan
&
Annual Budget**



**FORT WORTH TRANSPORTATION AUTHORITY
FORT WORTH, TEXAS**



FORT WORTH TRANSPORTATION AUTHORITY

FY 2010 Business Plan and Budget Table of Contents

Transmittal Letter from the President	1
List of Principal Officials.....	4
GFOA Distinguished Budget Presentation Award	5
FY 2010 Business Plan	
Business Plan Introduction	6
Mission and Goals.....	23
FY 2009 Accomplishments.....	26
FY 2010 Goals, Objectives, Departmental Projects, and Organizational Charts	27
Financial	
Budget Introduction	85
Operating Budget Summary	95
Department Expense Budget.....	96
Five-Year Financial Forecast.....	100
Summary of Positions.....	101
Capital Budget	
Capital Improvements Program	105
Appendix	
Glossary	133
Transit Acronyms.....	136
Fare Structure.....	138
Service Area Map	139

[This page left intentionally blank.]



**FORT WORTH
TRANSPORTATION
AUTHORITY
2010 Board of Directors**



**Robert Parmelee
Chair**



**Gary Cumbie
Vice Chair**



**Gary Havener
Secretary**



Mary Volcansek



Reby Cary



Jeane Grisham



Robert Jameson



Curtis Toombs



Rosa Navejar

[This page left intentionally blank.]



THE FORT WORTH TRANSPORTATION AUTHORITY

2010 BUSINESS PLAN & ANNUAL BUDGET

Letter from the President

October 2009

I am pleased to present the fiscal 2010 Fort Worth Transportation Authority (The T) Business Plan and Annual Budget. The Plan and Budget represent The T's guide for providing economical and efficient transportation services to the citizens of our service area and member cities. It also documents planned capital expenditures, which will further enhance The T's ability to provide efficient transportation service. The T's Strategic Plan, adopted in 2005, has been used to help guide the staff in the development of goals outlined in this plan. This Business Plan then becomes the annual operational plan for implementing our Strategic Plan.

Business Plan

The Business Plan was developed through a series of meetings during the fiscal year, which included planning sessions with the Board of Directors and senior staff. During those sessions, the Strategic Plan was used along with a list of accomplishments for 2009 to develop our fiscal 2010 goals. The Business Plan was developed to complement The T's Annual Budget and formalize goals set out in the Strategic Plan.

The goals of this Business Plan address current operational issues facing The T and are related to each of the goals identified in the Strategic Plan. One of the most serious issues facing The T for fiscal 2010 is best stated in a letter dated August 07, 2009 that I sent to The T's employees. The following are some of the highlights from this message:

-I want to share with all of you my thoughts concerning what's going on with our company and where we are heading. While things look terrific for our long term future, this is a difficult year. The American economy tanked and local sales taxes have dropped off from the last year. We received stimulus money from the federal government, but it was restricted to capital projects only. We reported to the Board last week that sales tax receipts for the T (our main source of funding) was down 10% for the last two months, and continues down!

The only way to balance our budget was to do it with no pay raises for next year. This was a very difficult decision to make. I have agonized over this many nights, but I see no other way to keep going. The good news is we can get through this without any layoffs, pay cuts, or furloughs like many other government agencies have to do. I am confident next year will be better and we'll get back on track. We live in a great community and work at a great company, if we all work to keep it that way, we'll continue to have the best company in Fort Worth to work for. When someone asks you what you do at The T, tell them "you move Fort Worth"! Thank you all so much for all you do to make this place so great. You, the

employees of The T, are what make us great. Thanks to everyone for their understanding and continued hard work at The T. Let us hope next year is better for The T, Fort Worth and America!”

Another operational issue facing The T this year is contract negotiations with the Teamsters Union, which represent all of our drivers and mechanics. The last three-year contract expired on September 30, 2009. As a result of the economic climate, they voted for a one-year extension to the current contract with no wage increase and a freeze in the employee’s share of The T’s group health insurance premiums. We anticipate the negotiations in the later part of fiscal 2010 will result in a new three-year contract.

Also, The T will extend the same freeze in health care cost premiums to non-union employees for 2010. Health care costs will go up, but the company will cover all of the increase for next year. We recognize that our commitment to our employees’ health care is important, even though it has a significant impact on our budget.

The primary organization focus is to increase ridership, both in the short-term through service improvements, marketing and other enhancements and in the long-term through projects relating to developing a regional transit network, more commuter rail corridors and regional cooperation. The T has committed to expanding commuter rail in Tarrant County from Southwest Fort Worth through the City of Grapevine and into DFW Airport. This is a major multi-year project that requires significant staff resources as well as regional cooperation and coordination. The T expects to submit a New Starts funding application to the Federal Transit Administration (FTA) for its Southwest-to-Northeast rail project (SW2NE) in the fall of 2009.

Fiscal 2010 will follow a year of milestone achievements for the 40-mile SW2NE project. This includes the completion of our Draft Environmental Impact Statement (EIS), completing 10% engineering design (including stations), and coordinating Transit Oriented Development (TOD) planning workshops for most cities along the way. Plans for 2010 include:

- Continuing design refinements (including stations);
- Working with local jurisdictions on major issues such as quiet zones;
- Completing the draft EIS for 2010;
- Requesting to move into the preliminary engineering phase;
- Requesting a Record of Decision and Full Funding Grant Agreement from FTA in 2010; and
- Working with DFW Airport as they award design contracts for rail stations at the airport terminals.

Operating Budget

The fiscal 2010 Annual Budget is balanced and was approved by the Board of Directors on September 28, 2009. The Annual Budget includes the operating budget and the capital budget. The operating budget consists primarily of revenue and expense. Total operating revenue is defined as all revenue except capital grant reimbursement revenue and contributions from partners. It is budgeted at \$72.1 million, which is a 1.2% increase from fiscal 2009. Sales

tax and grant revenues are The T's main sources of revenue representing approximately 66.1% and 21.7%, respectively, of The T's total operating revenue budget. The fiscal 2010 sales tax revenue budget is flat compared to the fiscal 2009 actual amount. The T's management considered the local economy, the local unemployment rate and the local sales tax trends when determining the sales tax budget. The fiscal 2010 budget also includes operating revenue from advertising, rental fees, and investment earnings.

Operating expenses are budgeted at \$63.1 million, which is a 5.9% increase from fiscal 2009. Salaries and fringe benefits are The T's largest expense category at \$31.8 million. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. As discussed above a one-year contract extension was executed effective October 1, 2009. This extension will expire on September 30, 2010.

Service type expenses of \$19.8 million primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party contractors operate The T's commuter rail service called the Trinity Railway Express and certain grant funded programs. Additionally, The T's paratransit service called Mobility Impaired Transportation Service (MITS) contracts approximately 60.0% of its trips. This allows The T to keep the cost per trip less than that provided by MITS employees alone. Contracting MITS service represents an effective way to control the high cost of providing transportation to persons with disabilities.

The largest portion of the other expense categories is fuel and lubricants at \$4.7 million. This expense category increased 6.3% in the fiscal 2010 budget from the fiscal 2009 actual amount. This increase is primarily due to expected increases in gasoline prices for our vanpool service. Most of our other fleet runs on natural gas, and our contracted rate for fiscal 2010 is slightly lower than it was in fiscal 2009.

Capital Budget

The T's capital budget for fiscal 2010 is \$84.3 million. The projected capital expenditures for fiscal 2010 are \$33.4 million and The T's share, from local funds, is expected to be \$20.7 million. Our federal capital grant reimbursement revenue is expected to be \$12.7 million.

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

Sincerely,



Richard L. Ruddell
President/Executive Director

(This page left intentionally blank.)



FORT WORTH TRANSPORTATION AUTHORITY
List of Principal Officials
October 1, 2009

Board of Directors

Robert Parmelee, Chair
Gary Cumbie, Vice Chair
Gary Havener, Secretary

Reby Cary
Jeane Grisham
Robert Jameson
Rosa Navejar
Curtis Toombs
Mary Volcansek

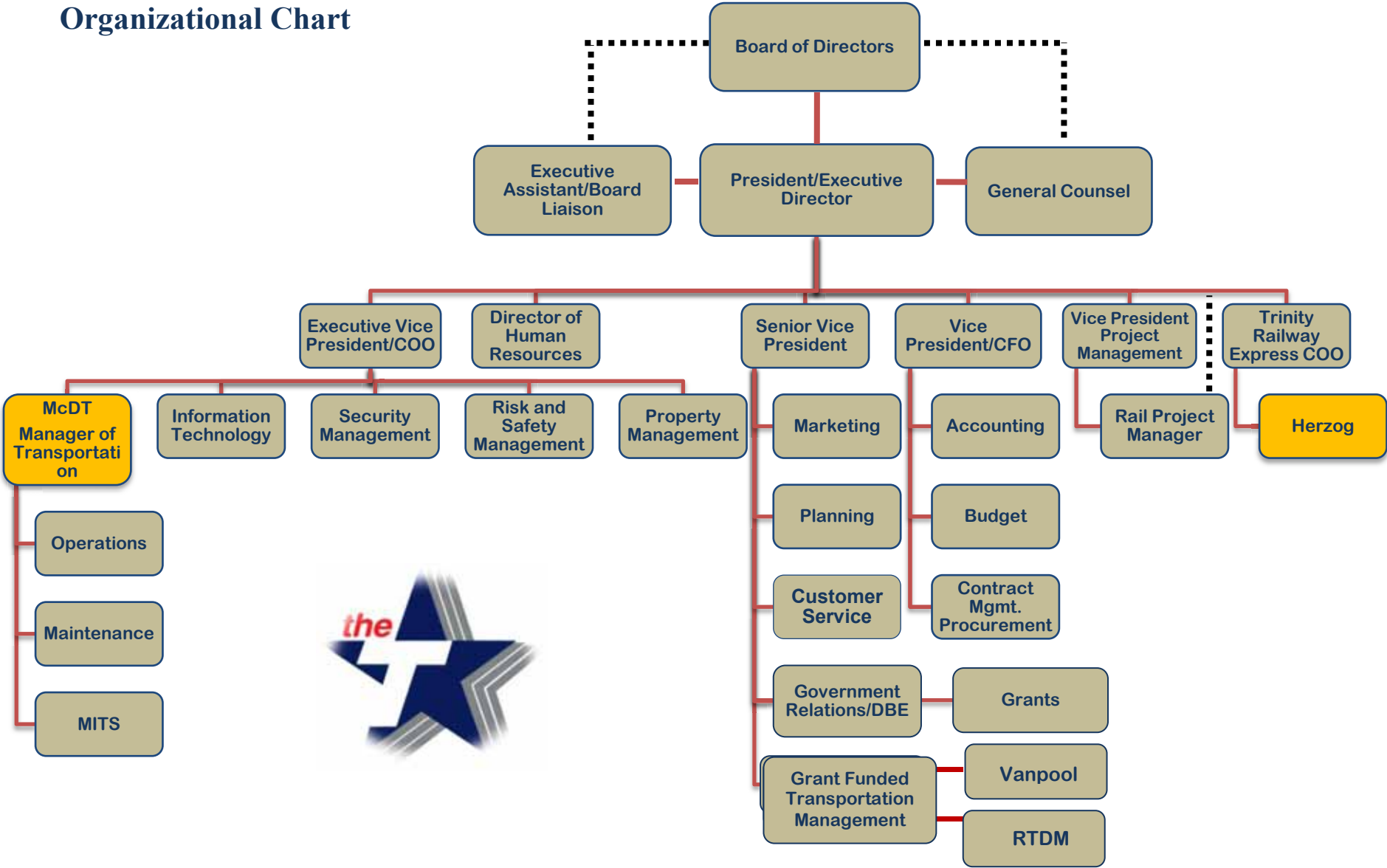
Administration

President/Executive Director
Executive Vice President/Chief Operating Officer
Senior Vice President
Vice President/Chief Financial Officer
Trinity Railway Express/Chief Operating Officer
Vice President Project Management
Director of Transportation Services
Assistant Vice President
General Counsel
Director of Accounting
Director of Human Resources
Director of Information Technology
Director of Maintenance
Assistant Vice President Marketing
Director of Paratransit Operation
Director of Planning
Director of Contract Administration & Purchasing

Richard L. Ruddell
Anthony V. Johnson
Nancy Amos
Robert Harmon
Bill Farquhar
Ken Frost
Al Johnson
Carla Forman
Sylvia Hartless
Rebecca Thornton
Melanie Kroeker
JD Smith
Ron Anderson
Richard Maxwell
Lauri Brown
Curvie Hawkins
Don Bransford

[This page left intentionally blank.]

Fort Worth Transportation Authority Organizational Chart



[This page left intentionally blank.]

**FORT WORTH TRANSPORTATION AUTHORITY
BUSINESS PLAN FOR FISCAL 2010**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Fort Worth Transportation Authority
Texas**

For the Fiscal Year Beginning

October 1, 2008

President

Executive Director

(This page left intentionally blank.)



FORT WORTH TRANSPORTATION AUTHORITY

2010 Business Plan Introduction

Overview

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

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

On November 16, 2006, The T’s Board of Directors adopted the Preliminary Locally Preferred Alternative for Transit Improvements. Grapevine is at the northeast end of the proposed Southwest-to-Northeast Transportation Corridor that begins near Dirks Road, in southwest Fort Worth and runs northeast through downtown Fort Worth, Haltom City, North Richland Hills, Colleyville and Grapevine. The route will turn south ending at the Dallas Fort Worth International Airport. There are nine new stations currently planned for the proposed thirty-seven mile rail line. During fiscal 2010, The T intends to complete work on the Environmental Impact Statement (EIS) for the corridor and submit an application for New Starts federal funding.

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

The T has specific legal authority defined in the State enabling legislation. A nine-member Board of Directors governs it, with eight members appointed by the Fort Worth

City Council and one member appointed by the Tarrant County Commissioners Court. The Board of Directors establishes policies, reviews and adjusts services, develops and maintains a long-range service plan, approves all purchases exceeding \$25,000, and ratifies The T's Operating and Capital Budgets.

The President/Executive Director of The T works directly for the Board of Directors under an employment contract. Approximately 102 employees including senior management and certain department heads also work for The T, under the direction of the President/Executive Director. Pursuant to a contractual agreement, McDonald Transit Associates, Inc. manages the operations of The T's public transit bus system including the following departments:

- Bus operations
- MITS operations
- MITS Vehicle Maintenance
- Maintenance Vehicle

Service Area

The T's service area includes the cities of Fort Worth, Richland Hills and Blue Mound, all located in Tarrant County, in north-central Texas. The area encompasses 322 square miles and excludes Grapevine. Tarrant County led all counties, in Texas during 2009 by adding 27,650 persons, pushing the county's total population to 1,807,750.

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

Today, Fort Worth is expected to reach 720,250 people by the end of 2009, according to The North Texas Central Council of Governments. Fort Worth is the 17th largest city in the nation. Fort Worth and all of Tarrant County is a culturally diverse community. Fort Worth's residents enjoy the area's affordable, easy-going lifestyle, thriving business environment, outstanding educational system, active arts community and a dynamic downtown that dazzles locals and tourists alike.

The Dallas-Fort Worth-Arlington Metropolitan Statistical Area (MSA) is the largest population center in Texas. Fort Worth is the fifth-largest city in Texas but unlike many other large cities, Fort Worth still has plenty of room for growth. Fort Worth is ranked among the top places in the nation to work, live and do business by *Money*, *Fortune*, *Site selection* and *Newsweek* magazines. In the 2009 *Newgeography* selected Fort-Worth Arlington MD as the nation's 4th Best City for Job Growth—and the Builder Magazine named Fort Worth the 3rd Healthiest Metropolitan Area for Housing in Country".

According to the Texas Workforce Commission the national unemployment rate for August 2009 is 9.7 percent. Our local unemployment rate for Fort Worth in August was 8.3%.

As one of the most diverse high-tech manufacturing locations in Texas, Fort Worth is home to a variety of high tech corporations including Lockheed Martin, Bell Helicopter and Motorola. A number of international corporations are also headquartered here, including American Airlines, BNSF Railway, Pier I Imports, Radio Shack and XTO Energy. Other corporate luminaries include Justin Brands, Federal Express, Ben E. Keith and Williamson Dickie. Health care, finance, telecommunications, education, tourism, retail trade and services are also significant economic sectors for the area.

According to the Fort Worth Chamber of Commerce , one of the most vigorous sectors of the Fort Worth economy is real estate, both commercial and residential. Shopping centers, industrial buildings and offices are being constructed to meet the demand for space.

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

Another way The T provides service outside its fixed route service area is through vanpools. Partially paid for through federal grants, vanpools are established by working with employers and their employees. Additionally, The T provides transportation services to others outside its service area through federal grant programs designed to assist non-member cities with their transportation needs such as the North East Transportation Services (NETS) and Tarrant County Transportation Services (TCTS).

[Barnett Shale Update](#)

Several years ago a geological formation of economic significance called the Barnett Shale was discovered. Experts have suggested that the Barnett Shale may be the largest onshore natural gas field in the United States. It was named after John W. Barnett, a local settler during the late 19th century, where he named a local stream the Barnett Stream.

Recent advances in the technology of horizontal drilling have opened up the potential of the Barnett Shale as a major supplier of natural gas. Horizontal drilling has changed the way oil and gas drilling is done. It allows producers to drill horizontally beneath neighborhoods, schools and airports. Since much of the gas in the Barnett Shale is lodged beneath the City of Fort Worth, this new drilling technology has created a boom for the city.

By 2006, the Barnett Shale was responsible for 55,385 permanent jobs and contributed \$491 million in revenues to the state of Texas, and \$228 million in revenues to local government.

However, at this time, the price of natural gas affects Barnett Shale natural gas producers and their employees, oilfield service companies and many thousands of mineral leaseholders who are reaping or hope to reap royalties from gas wells drilled in the area. Due to the price of gas, there is less production and even though there are still new mineral leases issued, the signing bonuses are at a greatly reduced price.

Facilities

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



The T operates transfer centers at two area malls, La Gran Plaza de Fort Worth at I-35 South and Seminary Drive and Ridgmar Mall at I-30 and Green Oaks. Locating a transfer center on mall property is good for local merchants and The T's customers. These facilities provide outstanding passenger amenities, while efficiently transferring our customers to other parts of the service area.

The East Fort Worth Transfer Center is located at 4100 East Lancaster. This facility was originally constructed in 1999 and renovated in 2003 to include additional passenger amenities. During early 2006, the landscaping was enhanced to include new stonewalls and an upgraded sprinkler system. The facility also received a new coat paint to match the color scheme of all of our new bus shelters. This covered transfer center provides a convenient and safe place for passengers to efficiently transfer to buses going to different parts of the service area. During 2009, some additional changes were made to the facility to accommodate the new 60' articulating buses that will be part of the Enhanced Bus

Corridor Project. This project will consist of new 60' buses, signal priority and express service along our busiest route. Signal priority was implemented January 2009. Also will be many additional transit amenities such as cuts, landscaping and newly designed bus shelters.



The Airporter Park-and-Ride facility, constructed in 1989 at 1000 East Weatherford, is owned by The T and is operated by a contract service provider as a base for providing transportation between downtown Fort Worth and the Dallas/Fort Worth International Airport.

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

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

- **Texas and Pacific (T&P) Station** at Lancaster and Throckmorton Streets. Wood Partners Group developed condominiums on the upper floors, above The T's waiting room. The T's waiting room is leased for weddings and large functions. Its classic art deco decor is a popular venue for various events. The lobby will be closed for ceiling repairs from January through March 2010.



- **Intermodal Transportation Center (ITC)** at 9th and Jones Streets. The T's Customer Service Call Center is located here, and it is our major transfer center. Enterprise Rent-A-Car, Amtrak, Greyhound Bus Lines, and Subway lease space at the ITC. The final tenant is Travelers Aide. They are located in many bus stations, rail stations and Airports throughout the country. They provide assistance to travelers such as the homeless, stranded, foreign visitors and the military if needed. Most of their travel needs are provided by Greyhound Bus Company.
- **Richland Hills Station** at Handley-Ederville Road and Highway 121; the stations double tracking project was completed in time for the new schedule changes for our bus and train service on September 14, 2009.
- **Hurst/Bell Station** at Bell Spur off Highway 10 across from Bell Helicopter; and
- **CentrePort/DFW Airport Station** off Highway 360 just south of Dallas/Fort Worth (DFW) Airport. This station has an expanded parking lot and

shuttle service to DFW Airport. Completion of the CentrePort Station Improvements and Double Tracking was completed in the summer of 2009.

Highlights of 2009



“Everybody Loves Molly”

On May 27, Molly the Trolley, whimsical take on Fort Worth’s Longhorn mascot, is a rubber-tire trolley that has appealed to visitors and locals alike. Molly is a free service, which runs on the “Downtown Get Around” route ever day from 7:00 a.m. to 11:00 p.m. through November 28th.

During the summer, thousands of visitors came to Downtown Fort Worth for conventions and vacations. To make it easier for people to get around Molly linked the Fort Worth



Convention Center and hotels on the south end of downtown to the office workers and hotel in the center and Sundance Square at the north end of downtown.

—In Fort Worth, we have a history of partnering for the common good, and this is another great example of that. I like to call it ‘the Fort Worth Way,’ said Fort Worth Mayor Mike Moncrief. —As we prepare for larger events like the Super Bowl, the time is now to explore ways to make our downtown experience unique and convenient for those who live here and those who visit.”

The T Receives Stimulus Funding

The T received \$20.1 million in funding from the American Recovery and Reinvestment Act (ARRA). A large part of the funding will be used to purchase eight 60' articulated buses to be used on E. Lancaster, The T's most heavily traveled bus corridor. The funds will make it possible for The T to move forward on its plan to develop its first Bus Rapid Transit (BRT) system on the East Lancaster corridor.



2009 Bus Satisfaction Survey

The percentage of riders who are mostly satisfied with The T's bus service continues to rise according to the 2009 annual survey. Fifteen out of 18 categories showed scores that were higher than in 2008. The T's customer scores have gone up consistently since it started outside surveys to track the effectiveness of the agency's customer service initiative that began in 2006.

Areas showing the biggest improvements over 2008 were bus operations, customer service and bus comfort, cleanliness and dependability.



Ride the T for a Can on August 20, 2009

Riding the bus in Fort Worth and Richland Hills only cost a can or box of food on Thursday, August 20. The T hosted its annual *Ride for a Can Day*. A record was set, collecting 2.6 tons of food to benefit the Tarrant Area Food Bank. The food bank said the need for food had increased nearly 25 percent due to the recession.

The T Wins National Marketing Award

The T won two national awards of merit from the Transportation Marketing & Communications Association. The first was for the agency's 2008 Ozone campaign ad in the Single Advertisement category and the second was for its 25th Anniversary video in the Multi-Media Marketing category, called the Compass Awards, they recognize North American organizations in transportation and logistics that have created innovative, results-oriented marketing and communications programs.

The 1st Annual Clean Air Bike Rally



Over 300 bikers participated in this year's 1st Annual Clean Air Bike Rally.

Two-wheelers will take over the streets on an 8.5 mile loop just west of downtown for a revival of a popular Fort Worth free bike rally that was held for many years each fall. The 1st Annual Clean Air Bike Rally was hosted by The T and the North Texas Clean Air Coalition on Saturday, September 26 at Fort Worth Trinity Park.

The rally was free for bicycle riders of all ages. The purpose of the rally is to increase awareness of the positive benefits of urban biking for air quality.

The T's new website adds Face Book

In its efforts to become more high-tech, The T has added a Face Book page and links to relevant videos on You Tube to its new website at The T.com. A redesign of the site completed in June by Concussion High Impact Communications created a new user-friendly website with added functionality and improved design.

The T's 25th Anniversary "It's Been a Fun Ride"



The T created a series of celebrations under a Silver Anniversary banner—"It's Been a Fun Ride"—as a tribute to customers, the community and employees for making public transportation a success in the greater Fort Worth area. Since voters created The T on November 8, 1983, ridership has nearly doubled from 4.2 to nearly 9 million.

Thousands of customers continue to enjoy The T's birthday by participating in a Silver Anniversary "Text-to-Win" contest that features prize drawings. The grand prize drawing is a premium transit pass good for the next 25 years!

The lucky winner was Karl Kreusel, a student at the University of North Texas with no car or other means of transportation. Mr. Kreusel would commute, if there are transit connections. This symbolizes the need for rail expansion in our region.

Bob Parmelee, Chairman; Nancy Amos, Senior Vice President; and Karl Kreusel, winner



Dump the Pump on June 18, 2009

The T's Dump the Pump event hopes to challenge more residents to "Be Airesponsible," and try some form of public transportation year-round—a theme of The T's new environmental campaign that promotes transit as an effective way for individuals to significantly reduce their carbon footprint.

Looking Ahead to 2010

Special Events

Joint marketing and coordination of special events, such as:

- ❖ The New Cowboy Shuttle
- ❖ Holiday Lights Tour
- ❖ Stock Show Shuttle
- ❖ Zoo Trolley
- ❖ Art on Wheels

Cowboy Shuttle

The T began The Cowboy Shuttle from the T&P Station lot to the new stadium in Arlington with the first home game on September 20. The cost is \$5.00 to park and \$5.00 to ride. The T's decision to offer the game shuttle buses was in response to customer interest and to provide convenient transportation from Fort Worth whose sales taxes fund public transit. The T shuttled over 800 people for the opening game.



Lighten Up the Holidays

Annually, The T and Stockyards Station host the Holiday Lights Tour. In fiscal 2009 there were more than 200 decorated homes. The price of the event is \$5.00 per person, and included pre-tour festivities as well. The pre-tour activities are free photos with Santa, face-painting, snowman face masks, hot chocolate, cookies and live holiday music. During the bus tour, local carolers greet the buses and costumed elves distribute candy canes to the children on board.

Stock Show Shuttle

The *Southwestern Exposition and Livestock Show*, known as the Fort Worth Stock and Rodeo, is the oldest continual running livestock show and rodeo. It has been held annually in Fort Worth, Texas since 1896. In 1918, the Stock Show held the world's first indoor rodeo. The Stock Show awarded over \$1.6 million in grants and scholarships from 2000 to 2006.

As part of our community partnering, The T offers Stock Show Shuttles from two convenient park & ride locations, for a \$1.00 each way. Our TRE passengers can also, ride the bus with their same day TRE pass.



Safari Shuttle

The Safari Shuttle Zoo Trolley service runs every Saturday from May through October. The service runs from the ITC to the Fort Worth Zoo every 30 minutes. The Safari shuttle offers environmentally-friendly, stress-free travel to the zoo. The shuttle operates an “express-type” service, with no stops along the way.

Art on Wheels



Three buses depicting Fort Worth's art museums and iconic works from their collections recently hit the streets. It's a component of a partnership between The T and the museums to encourage the public to "Ride The T" to the cultural District. The museums are offering bus riders special discounts with any of The T's fare, throughout the month of November.

[Service Updates](#)

Year-to-date bus ridership through September 30, 2009 was 6,364,765, which is an increase of 14,769 passenger trips or 0.2% increase over the same period in fiscal 2008. Express Service decreased 5.1% or 8,747 trips over 2008. This is due to employment cut backs in some of The T's service area. TRE ridership has also increased passenger trips 0.7% over 2008. Vanpool service has increased 8.1% or 52,622 trips over fiscal 2008. Instability in fuel prices have brought more choice riders to public transportation.

On September 2, 2008, The T started express service from two different locations in Arlington, Texas to downtown Fort Worth. The Park & Ride service was offered from two different locations: The Lamar Boulevard Park & Ride Lot at I-30 and Cooper/Lamar and the South Park & Ride at I20 and Park Springs Boulevard. The pilot commuter program will discontinue express service from the North Arlington lot at Cooper/Lamar Streets, due to low ridership. The south location hit a peak of 2,100 trips in July and will continue through the rest of the year.



Arlington's Park and Ride at I-20 Park Springs

This program was made possible through an Interlocal agreement between The T and the City of Arlington with Arlington's portion covered by a clean air advocacy grant from the Sue Pope Fund.

On September 14, The T implemented service changes with routes connecting to TRE. The majority of changes are minor time point adjustments that affect eighteen routes in order to connect with TRE's new arrival and departure times.

In addition, bus Route 23 will expand to Mark IV Parkway and provide new service to several large employers. Route 40 will be discontinued due to low ridership and availability of alternative routes. Route 67 was also discontinued due to low ridership, however, the passengers were transferred to vanpools.

The new TRE schedule allows enhanced commuter rail service between Fort Worth and Dallas that reduces travel time across the corridor and adds service. The entire TRE schedule will have slight changes in departure and arrival times to provide:

- More trains across the corridor
- Travel time across the corridor in less than an hour
- Regular stops at Victory Station, in addition to the special trains that run 20 after events at the American Airlines Center
- Alignment of TRE's Victory Station stops with the new DART Green Line, which will expand travel in Dallas

In addition to the new TRE schedule changes there was a fare increase on September 14 to cover the higher operating costs of the commuter rail. Fares for the Trinity Railway Express regional pass (formerly called “premium”) will increase \$1.25 each way from \$2.50 to \$3.75 for a single ride across the corridor and back, and from \$5.00 to \$7.50 for a day pass with unlimited rides. The new TRE fares will be the same as DART’s to maintain consistency across the jointly owned commuter rail corridor. There was no increase in fares for The T’s local bus and MITS service.

Grant Funded Programs

The T currently has the following grant funded programs:

- **The Vanpool Program**, which is open to anyone whose trip begins or ends in The T service area. This program is funded through a federal grant with a local match from The T. In addition, program fees are charged to offset a portion of the program’s operating costs;
- **The North East Transportation Services (NETS)** provides rides for the elderly or disabled within the seven-city area (Bedford, Euless, Grapevine, Hurst, Keller, North Richland Hills and Watauga). The T oversees the operation and the American Red Cross is the provider;
- **Tarrant County Transportation Services (TCTS)** provides rides for the elderly or disabled. This service is for residents within Tarrant County, but outside The T service area. The American Red Cross is the provider and The T oversees the operation;
- **Regional Transportation Demand Management (RTDM)** is a program designed to encourage employers to manage their employees’ commutes by purchasing annual passes for their employees; and
- **Northeast Tarrant County Job Access** funds were made available to The T through the North Central Texas Council of Governments (NCTCOG) to fund transportation service expansion from the TRE CentrePort Station to employment sites in CentrePort. As required by Job Access Funding, the service provides access to employment, occupational training and other employment-related activities.

The Grant Administration Department at The T is responsible for approximately 30% of the overall funding for our operations. Federal funding through grant administration finances a variety of projects which range anywhere from our vanpool program to the construction projects for the Trinity Railway Express.

With the current transportation bill expiring soon and with a new President in office, the grants department looks forward with great anticipation to the new legislation. Due to high gasoline prices, the need for public transit funding has never been greater. Specifically, some of the projects currently being funded by grants include:

- 2009 American Recovery and Reinvestment Act stimulus funded projects:

- 60' articulated buses for Bus Rapid Transit corridor
- Preventive Maintenance
- Construction of additional bus parking
- Maintenance facility upgrades to accommodate the articulated buses
- Construction of a powered rail switch
- Construction of an Americans with Disabilities Act (ADA) train loading ramp
- The procurement of environmentally friendly Compressed Natural Gas replacement and expansion buses.
- New Freedom ADA improvements.
- Job Access/Reverse Commute services to the Alliance area.
- A portion of the conceptual design cost for the Southwest to Northwest Corridor, which will be a commuter rail connecting Southwest Fort Worth to Grapevine and DFW Airport.
- Acquisition of land and the construction of Bus Park and Rides in North Fort Worth.
- Safety cameras on all buses.
- Transit Enhancements such as public art, landscaping, and other scenic beautification projects around the bus stops.

The above projects are some of the many projects being funded for The T. We are looking forward to an active year of searching for and administering all grants applicable to our transit system.

[Trinity Railway Express \(TRE\)](#)

The Trinity Railway Express provides passenger rail service between the cities of Fort Worth and Dallas. The 34-mile route (corridor) serves 10 stations. The ninth stop at the American Airlines Center was added to the regular schedule on September 14, 2009 as part of the new system wide service changes. The corridor is anchored at each end by restored railroad stations: Dallas Union Station, built in 1916, and the Texas and Pacific Passenger Terminal in Fort Worth, an art deco structure opened in 1931.

Year-to-date annual ridership through September 2009 has increased 7,973 passenger trips or 0.7%. System wide average weekday ridership for September 2009 was 9,652 passenger trips, a decrease of 656 passenger trips per day or 6.4% compared to September 2008.



The former Rock Island line used by TRE was jointly

purchased by the cities of Dallas and Fort Worth in 1983. The cities turned TRE ownership over to The T and Dallas Area Rapid Transit (DART), who developed and now manage the TRE.

Herzog Transit Services Inc. dispatches the route, provides the train and engine crews and maintains the passenger equipments under an operating contract. Herzog Construction Inc. Maintains grade crossing warning systems and railroad traffic control) and the rail infrastructure, both track and structures. Four freight railroads use the tracks under trackage rights agreements. The railroads are: BNSF Railway, Union Pacific, Fort Worth and Western Railroad and Dallas, Garland and Northern. The railroads pay TRE based on a per car mile fee (one car moved one mile). The freight revenues are used to offset the track and signal maintenance costs. TRE also receives revenue from leases of the right of way. The freight revenues and leases generated approximately \$2.9 million last year.

TRE started operations with 13 Rail Diesel Cars (RDC) from Via Rail Canada in 1993. The cars were completely refurbished by AMF Transport before entering service. These are diesel-mechanical self-powered passenger coaches that are operated in three car train sets.

As TRE service expanded westward to Fort Worth, equipment more appropriate for the longer trips lengths was acquired. Over the years the fleet has grown with the addition of three new bi-level cab cars and five new bi-level coaches. The fleet as of fiscal 2010 will be 24 bi-level coaches (10 cab cars and 14 trailers), six locomotives in service, three locomotives undergoing refurbishment for service, and the above mentioned 13 RDCs. The RDC will be retired from regular service in the third quarter of fiscal 2010 when the locomotives undergoing refurbishment are placed in operation.

Service is offered from 5:10 a.m. to 10:38 a.m. Monday - Friday. Peak headways average 20 minutes, with headways for off-peak trains varying between 83 and 120 minutes. On Saturdays, trains operate on 90-minute headway from 8:43 a.m. to 11:30 p.m. Sunday service is not offered at this time.

Connecting transit service is offered at all stations except the Hurst Bell Station. In addition, free shuttle bus service is provided from CentrePort to the South remote parking lot at DFW Airport.

Special event service to Victory Station is offered for major events (e.g. Mavericks basketball and Stars hockey) via dedicated trains scheduled to depart 20 minutes after the event.

(This page left intentionally blank.)



FORT WORTH TRANSPORTATION AUTHORITY 2010 BUSINESS PLAN

THE MISSION

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

STRATEGIC PLAN

(LONG TERM NON-FINANCIAL GOALS)

1. **Enhance Public Transportation**
 - Effectively improve coverage, frequency, and service span
 - Simplify and improve information and fares
 - Increase security at stops, on buses and trains
2. **Expand Transit Options for Regional Travelers**
 - Build and operate new regional rail corridors
 - Serve the greater regional area
 - Compete more with the private automobile
3. **Create a More Seamless Regional Transit System**
 - Improve multi-modal regional planning
 - Increase regional collaboration and coordination, including regional information
 - Integrate region-wide transit modes
4. **Provide Rapid Travel Options**
 - Reduce travel time on existing TRE regional rail service (such as express trains)
 - Create new higher speed/capacity service, such as regional rail or Bus Rapid Transit (BRT) along priority corridors
 - Implement Intelligent Transportation (ITS) technologies to speed bus travel.
5. **Support the Sustainable Development of the region**
 - Promote Transit Oriented Development (TOD)
 - Improve air quality and energy efficiency
 - Increase attractiveness and cleanliness of transportation corridors
 - Reduce cost of travel
6. **Improve the Perception of Public Transportation**

- Position public transit as an attractive and desirable mode
- Increase knowledge of the relationship between transit and economic development
- Enhance the professional image of The T

The T's Strategic Plan was adopted October 2005. The theme of what was told to us by the community is reflective in our goals. Our message is ***"We are committed to making public transportation faster, and more frequent, available and comfortable."***

Using The T's mission statement as its foundation, the Strategic Plan was developed to address both ***short-term*** and ***long-term issues*** identified through a public involvement program. Action plans developed in conjunction with The T's staff leadership, seek to balance available resources with the level of service identified as needed by the public. In 2009 the goals will be updated, as many items have already been completed.

The 2009 Executive Retreat was held in June. Issues were discussed such as future legislation, future bus and rail activity and staffing issues.

The T's Management Staff Retreat was held directly following this event, the last week in June. During the staff retreat, we developed goals for the year, worked on our Business Plans, and listed our accomplishments.

The following is a list of The T's Short Term Goals for Fiscal 2010:

- Build on The T's reputation as the transit expert for the Western sub-region of North Central Texas.
- Deliver bus service more efficiently by beefing up heavily used routes and cutting back non-performing routes.
- Be opportunistic – buy land in advance.
- Progress toward full funding for Southwest to Northeast Commuter Rail Project (SW2NE) project. Get into Preliminary Engineering and other milestones for SW2NE.
- Implement Bus Rapid Transit (BRT) service on E. Lancaster (vehicles, stations and marketing).
- Strategic Planning process for the next five (5) years, by utilizing additional departments for goal setting than previously used.

Increasing ridership remains our number one priority:

Use of public transportation is in direct relation to the price of fuel. As fuel prices declined during the fiscal 2009, ridership declined; however, total system riderships grew by approximately 1%.

Surveys indicate our riders want dependable transportation that runs on time and is safe. To address our customers' needs we have installed cameras on board all of our fixed route and para-transit vehicles. In addition, we are installing cameras at the Eastside

Transfer Center. This transfer center is located along our busiest route. The cameras will increase the safety of our passengers. The T is working with the City of Fort Worth to implement signal priority. Signal priority will allow buses to extend a green light so they can maintain a more efficient schedule. The goal is to arrive safely and on-time.

Major Capital Projects for fiscal 2010:

The following is a partial list of projects. Some of these are underway and others are new for 2010.

- Southwest / Northeast EIS/PE.
- Southwest / Northeast Land Acquisitions.
- Bi-level Rolling Stock Procurement.
- Bus Park & Ride / Transfer Center.
- Richland Hills / TRE Park & Ride Access & Parking Improvements.
- Wellness Center.
- FY10 Vehicle Procurement.
- FY10 Miscellaneous Equipment & Repair.
- TRE Capital Maintenance – FY10.
- Locomotive overhaul.
- Security System Upgrades- HRP Facilities.
- Bus Parking, Lighting & Security – Upper El Paso Street.
- CentrePort Station Ground Remediation.
- Intelligent Transportation System.



FORTH WORTH TRANSPORTATION AUTHORITY

2010 BUSINESS PLAN

Fiscal 2009 Accomplishments

The following is a list of accomplishments achieved by The T during 2009. This list represents the more significant accomplishments and it includes those that relate to The T's mission statement and the expressed organizational goals that formed the basis of the 2010 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 next year and beyond.

Completion of Major Capital Projects in 2009:

Several of the following major projects were either completed or started during fiscal 2009:

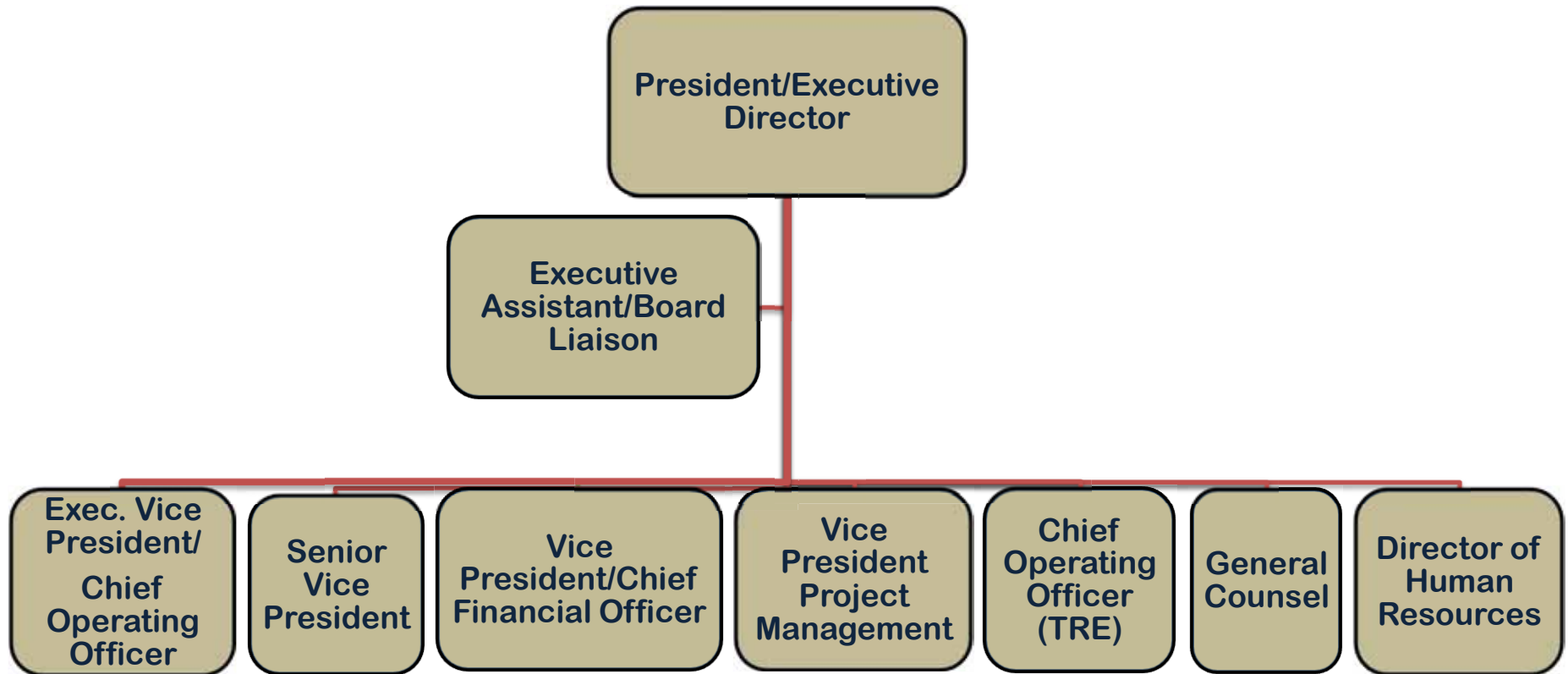
- CentrePort Improvements Project
- Richland Hills / TRE Park & Ride Access & Parking Improvements.
- Ticket Vending Machine Purchase.
- B-Level Rolling Stock Procurement.
- TRE Capital Maintenance – FY09.
- Eules Main Bridge Replacement.
- New Parking Spaces at the T&P Station.

2009 Major Accomplishments:

- Received \$20.1 million in federal funding from the new American Recovery Reinvestment Act (ARRA).
- Celebrated the 25th anniversary of The T
- Received a national transportation marketing award.
- Implemented a companywide recycling program.
- Implemented the new Wellness Initiative.
- The implementation of Molly the Trolley (new downtown circulator).
- Implemented the TRE fare increase.
- Implemented the Arlington Park & Ride Express Service.
- Increased The T's visibility in the community.
- Community Service (Holiday Lights Tour, Victory Express, Meals on Wheels).



Senior Staff



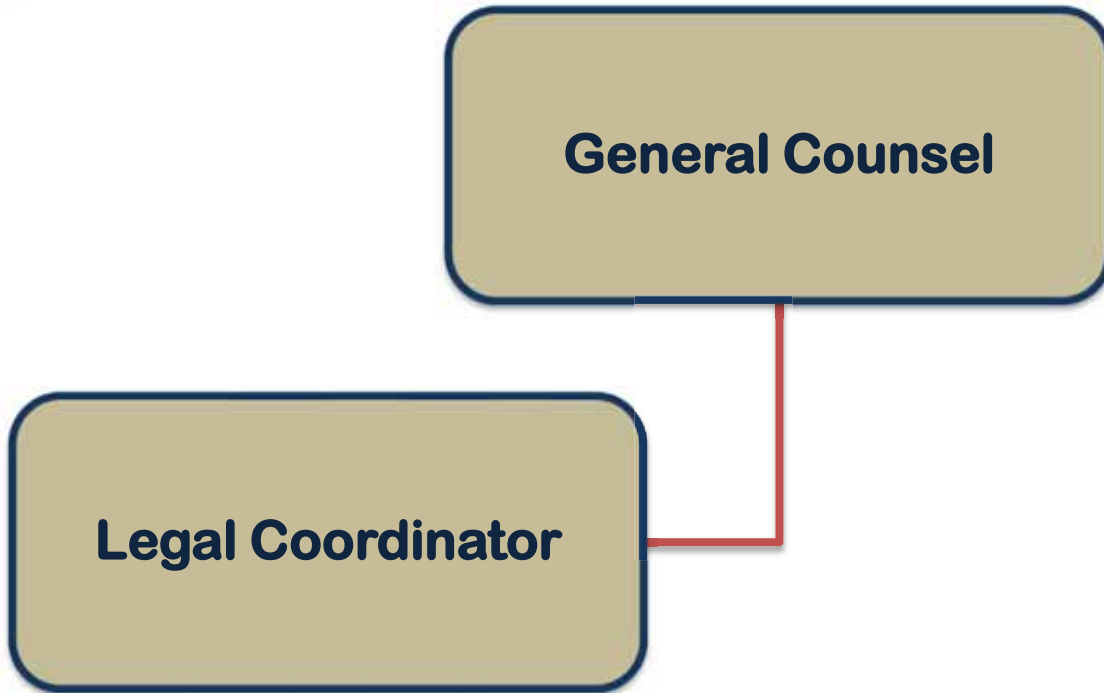
[This page left intentionally blank.]

Legal Department



General Counsel

Legal Coordinator



(This page left intentionally blank.)

Department Summary of Purpose and Goals

As General Counsel for The T, my goal is to protect The T’s legal interests and maintain its operations within the scope established by applicable laws. This will include providing legal counsel to the Board of Directors, the President/Executive Director, and senior staff. Also included is identifying and analyzing legal issues, drafting key documents, presenting clear recommendations, and assuring legal compliance. I will negotiate, draft and review contracts, leases, formal agreements and other legal instruments, research and provide legal opinions, select and manage relations with outside counsel, other agency counsel, and ensure The T’s operations and Board meetings are conducted in compliance with all relevant statutes.

Another important goal is to complete real property acquisitions for park and ride facilities, as well as the new commuter rail project right-of-way acquisitions and relocations.

Measurable Goals and Objectives

	<i>FY 2009 YTD 06/30/09</i>	<i>FY 2010 Budget</i>
I will negotiate, draft and review contracts, leases, formal agreements and other legal instruments, research and provide legal opinions, select and manage relations with outside counsel, other agency counsel, and ensure The T’s operations and Board meetings are conducted in compliance with all relevant statutes.	On-going	On-going
As future park-and-ride locations are identified throughout the county by the Planning Department, draft and execute the land purchase contract documents and conduct closings.	On-going	On-going
As additional SW2NE commuter rail station, platform and park-and-ride locations are identified, negotiate for the acquisition of specific parcels of real estate. Negotiate and draft agreements for trackage rights on specific railroads. Manage right-of-way relocations.	On-going	Completion by 9-30-10



The T 2010 Business Plan Legal Department

As General Counsel for The T, my goal is to protect The T's legal interests and maintain its operations within the scope established by applicable laws.

Organizational Goal: **DELIVER BUS SERVICE MORE EFFICIENTLY BY BEEFING UP HEAVILY USED ROUTES AND CUTTING BACK NON-PERFORMING ROUTES**

Departmental Goal: Update and/or renegotiate contract routes

Departmental Projects: Molly the Trolley Route.
Arlington Express Service Route.

Organizational Goal: **BE OPPORTUNISTIC – BUY LAND IN ADVANCE**

Departmental Goal: Contract with a right-of-way acquisitions and relocations consultant to assist with real property acquisitions.

Departmental Projects: Southwest-to-Northeast Commuter Rail Project: Identify right-of-way real property needs and opportunities.
Identify park and ride sites and acquire parcels.

Organizational Goal: **IMPLEMENT BRT SERVICE ON E. LANCASTER (VEHICLES, STATIONS, MARKETING)**

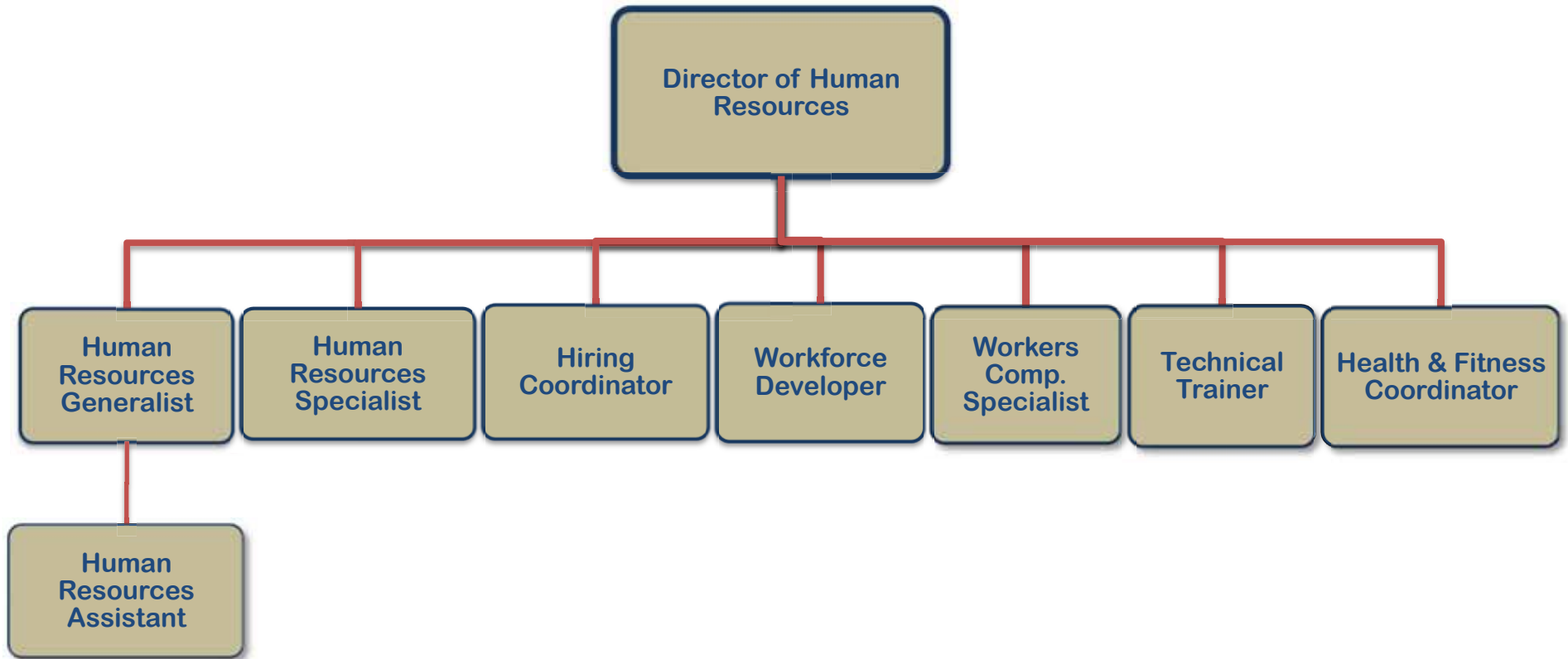
Departmental Goal: Negotiate for land acquisition for stations.
Draft and/or review contracts, for articulated bus acquisitions.

Departmental Projects: Route 2 BRT

Route 1 BRT



Human Resources



[This page left intentionally blank.]

Departmental Summary

Department

Human Resources

Department Number

000140000

Department Summary of Purpose and Goals

The Human Resource Department is an internal service oriented team that assists in the development, implementation, and investigation of employee benefit issues that enhance the ability of the employees to better perform their individual assignments. The HR team implements federal, state, and local policies that affect the status of all employees and internal programs to assist (workers compensation, FMLA, FSLA, EEO/AA, State Wage and Hour, Unemployment, Healthcare and other benefits, HIPAA, FTA Drug and Alcohol requirements, confidentiality, disciplinary action, ADA, Training, EAP, retirement savings plans, employee wellness programs, and pre-employment testing). Additionally the HR team is dedicated to provide ongoing health promotion and fitness activities in order to increase the concept of healthy lifestyles and to implement these concepts to advance the wellness of the employees through our Wellness Program called T Total Wellness.

Measurable Goals and Objectives

	<i>FY09 YTD 07/15/09</i>	<i>FY 2010 Budget</i>
Administer the Drug and Alcohol Program in accordance with the FTA Guidelines and to submit the FTA-MIS drug and alcohol report by the deadline.	Submitted results by Feb 2009 deadline	Be compliant for Feb 2010 deadline
Coordinate Annual Benefits Enrollment	Held Benefits Fair Oct 31, 2008	Hold Benefits Fair Oct 30, 2009
Compile and review employee annual evaluations, Midyears and Annuals by deadline. Ensure annual review of compensation is completed and compare with HAY recommendations	All Midyears and Annuals were completed by the timeline for FY09	Compile Hay Analysis and have all midyears and annuals completed by deadlines
All employees complete refresher training. FY10 have a Customer Service Training for all employees	Refresher training to end Dec 09	Completion is set for Customer Service Training December 2010.
Support building a new Wellness Center	Plan design is completed. Goal is to start construction Fall 09.	Completion FY10

Implement a Wellness Program Company wide	Plan began June 2009	Project is planned for 3 years completion 2012
---	----------------------	--



The T 2010 Business Plan Human Resources

Responsible for hiring personnel, training personnel and employee benefits related issues, and processing of all workers comp and unemployment claims.

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS**

Departmental Goal: **Conduct annual Customer Service training for all employees.**

Departmental Projects: Schedule all employees to complete training by December 2010.

Departmental Goal: **Utilize recruiting and selection tool to select new hires that exhibit excellent customer service skills.**

Departmental Projects: Provide ROI to track our selection tool (by department) to align selection of applicants to best positions within the T.

Departmental Goal: **Continue Wellness Initiative with education programs, incentive programs, to promote consumerism and fiscal wellness.**

Departmental Projects: Partner with our outside vendor to develop programs and encourage and engage participation of our employees. Completion of the Wellness Center will increase overall health awareness and participation.

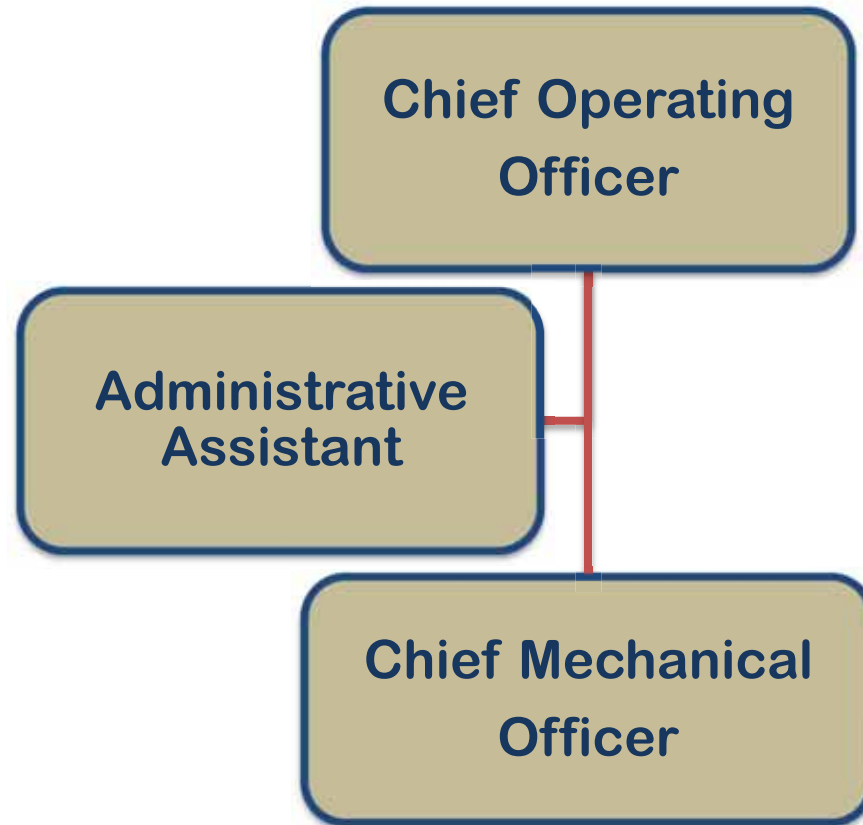
Organizational Goal: **PROGRESS TOWARD FULL FUNDING FOR SW2NE PROJECT. GET INTO PRELIMINARY ENGINEERING AND OTHER MILESTONES FOR SW2NE**

Departmental Goal: **Staff employees as needed or budgeted for SW2NE project.**

Departmental Projects: Utilize best recruiting opportunities to fill open position(s).

(This page left intentionally blank.)

Trinity Railway Express (TRE)



(This page left intentionally blank.)

Departmental Summary

Department Trinity Railway Express **Department Number** 0301

Department Summary of Purpose and Goals

Provide passenger rail service between the cities of Fort Worth and Dallas. This includes regular commuter rail passenger service and special event service to the American Airlines Center. Continue to make track improvements that will allow more frequent service in Tarrant County and possibly express, limited stop service. Rehabilitate equipment and acquire fleet expansion locomotives and coaches to meet demand.

Measurable Goals and Objectives

	<i>FY08 YTD 6/30/09</i>	<i>FY 2010 Budget</i>
Subsidy per passenger.	\$3.17	\$3.50
Passengers per hour.	132.44	135.00
Passengers per mile.	6.21	6.25
On-time performance.	97.0%	98.0%



The T 2010 Business Plan Trinity Railway Express Operation

*Provide passenger commuter rail service from downtown
Fort Worth to downtown Dallas*

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE
TRANSIT EXPERT FOR THE WESTERN SUB-
REGION OF NORTH CENTRAL TEXAS.**

Departmental Goal: **Provide technical assistance and input toward efforts for funding new commuter rail services in The T service area and adjoining counties.**

Departmental Project: Provide The T and North Central Texas Council of Governments (NCTCOG) project teams with necessary information to advance commuter rail studies in Tarrant County and adjoining counties.

Measurement: No project delays caused by TRE staff. Project design provides for safe, cost effective passenger operations.

Departmental Goal: **Provide technical assistance and input toward efforts for new fixed route, light rail and shuttle services connecting with the TRE.**

Departmental Project: Provide The T, DART and NCTCOG project teams with necessary information to advance fixed route and feeder shuttle service studies to TRE stations.

Measurement: No project delays caused by TRE staff. Project design provides for regionally integrated passenger operations that are safe and encourage efficient operations.

Departmental Goal: **Mid-life Overhaul of four F-59PH locomotives.**

Departmental Project: Mid-life overhaul of the four F-59 PH locomotives the TRE acquired from GO Transit in 2000 to new condition and Tier II compliance.

Measurement: Four F-59 PH Locomotives overhauled and made Tier II compliant.

Departmental Goal: **Overhaul of three F-59PH locomotives purchased from GO Transit.**

Departmental Project: Overhaul of the three F-59 PH locomotives the TRE acquired from GO Transit in 2009 to new condition and Tier II compliance.

Measurement: Three F-59 PH Locomotives overhauled and made Tier II compliant.

Departmental Goal: Repaint two F-59PHI locomotives.

Departmental Project: Repaint the two F-59 PHI locomotives the TRE acquired new in 2000.

Measurement: Repaint two F-59 PHI Locomotives.

Departmental Goal: Rehabilitation of Bi-Level Coaches

Departmental Project: Initiate rehabilitation project for 12 bi-level coaches acquired from GO Transit and rehabilitated by Amtrak in 2001. Convert two oldest cab cars into coaches by removing restrooms and adding seats.

Measurement: Six bi-level cars rehabilitated.

Organizational Goal: DELIVER BUS (RAIL) SERVICE MORE EFFICIENTLY BY BEEFING UP HEAVILY USED ROUTES AND CUTTING BACK NON-PERFORMING ROUTES.

Departmental Goal: Contractor to continue to provide comfortable, reliable on- time service to the TRE Customers.

Departmental Project: On-going oversight of Herzog Transit Systems Inc. (HTSI) management regarding equipment condition, cleanliness, and on-time performance of the railroad. Continue customer courtesy training of HTSI employees and maintaining disciplined announcement protocols. Continue to respond to all customer inquiries regarding TRE in a timely manner.

Measurement: Hold ridership at FY09 levels.

Departmental Goal: Participate in TRE activities to positively promote TRE's image.

Departmental Project: Conduct Meet the Management sessions at TRE stations.

Ride on TRE on at least a monthly basis and interact with passengers.

Measurements: Meet the management sessions held.

Departmental Goal: **Focus TRE equipment and contractor staff resources on trains with highest ridership.**

Departmental Projects: Review ridership trends to identify low performing trains and consists with more seats than ridership.

Measurement Average ridership per train increases by 4 percent.

Organizational Goal: **BE OPPORTUNISTIC – BUY LAND IN ADVANCE**

Departmental Goal: **Identify property acquisitions adjacent to existing TRE facilities for future expansion early.**

Departmental Projects: Acquire property immediately west of equipment maintenance facility to allow for future expansion of facility to include both additional vehicle storage and right of way maintenance functions.

Measurement TRE staff provides timely support to the staffs of parent agencies to identify potential properties for acquisition.

Organizational Goal: **PROGRESS TOWARD FULL FUNDING FOR SW2NE PROJECT. GET INTO PRELIMINARY ENGINEERING AND OTHER MILESTONES FOR SW2NE**

Departmental Goal: **Provide technical assistance and input toward identifying capital needs for the SW2NE Corridor commuter rail service.**

Departmental Project: Provide The T project team with necessary information to identify capital needs for the SW2NE corridor line from southwest Fort Worth to DFW Airport.

Measurement: TRE staff provides data in a timely manner. Project design provides for safe, cost effective passenger operations.

Departmental Goal: **Provide technical assistance and input toward developing cost effective operating plans for the SW2NE corridor commuter rail service.**

Departmental Project: Provide The T project team with necessary information to develop cost effective operating plans and service planning support on the SW2NE corridor line from southwest Fort Worth to DFW Airport.

Measurement: TRE staff provides data in a timely manner. Project design provides for safe, cost effective passenger operations.

Departmental Goal: Provide technical assistance and input toward identifying capital needs at the Equipment Maintenance Facility (EMF) for the SW2NE Corridor commuter rail service.

Departmental Project: Provide The T project team with necessary information to indentify the necessary capital improvements at the EMF to support on the SW2NE Corridor line from southwest Fort Worth to DFW Airport.

Measurement: TRE staff provides data in a timely manner. Project design provides for safe, cost effective passenger operations.

Organizational Goal: IMPLEMENT BUS RAPID TRANSIT SERVICE ON E. LANCASTER (VEHICLES, STATIONS, MARKETING)

Departmental Goal: Coordinate TRE schedules with BRT schedules to the maximum possible degree.

Departmental Project: Coordinate schedule development with The T planning staff to minimize transfer time between commuter rail and BRT modes.

Measurement: TRE staff provides data in a timely manner. Transfer time does not exceed 15 minutes at the ITC.

Organizational Goal: STRATEGIC PLANNING PROCESS FOR THE NEXT FIVE YEARS BY UTILIZING ADDITIONAL DEPARTMENTS FOR GOAL SETTING THAN PREVIOUSLY USED

Departmental Goal: Provide technical assistance and input toward efforts for updating The T's Strategic Plan.

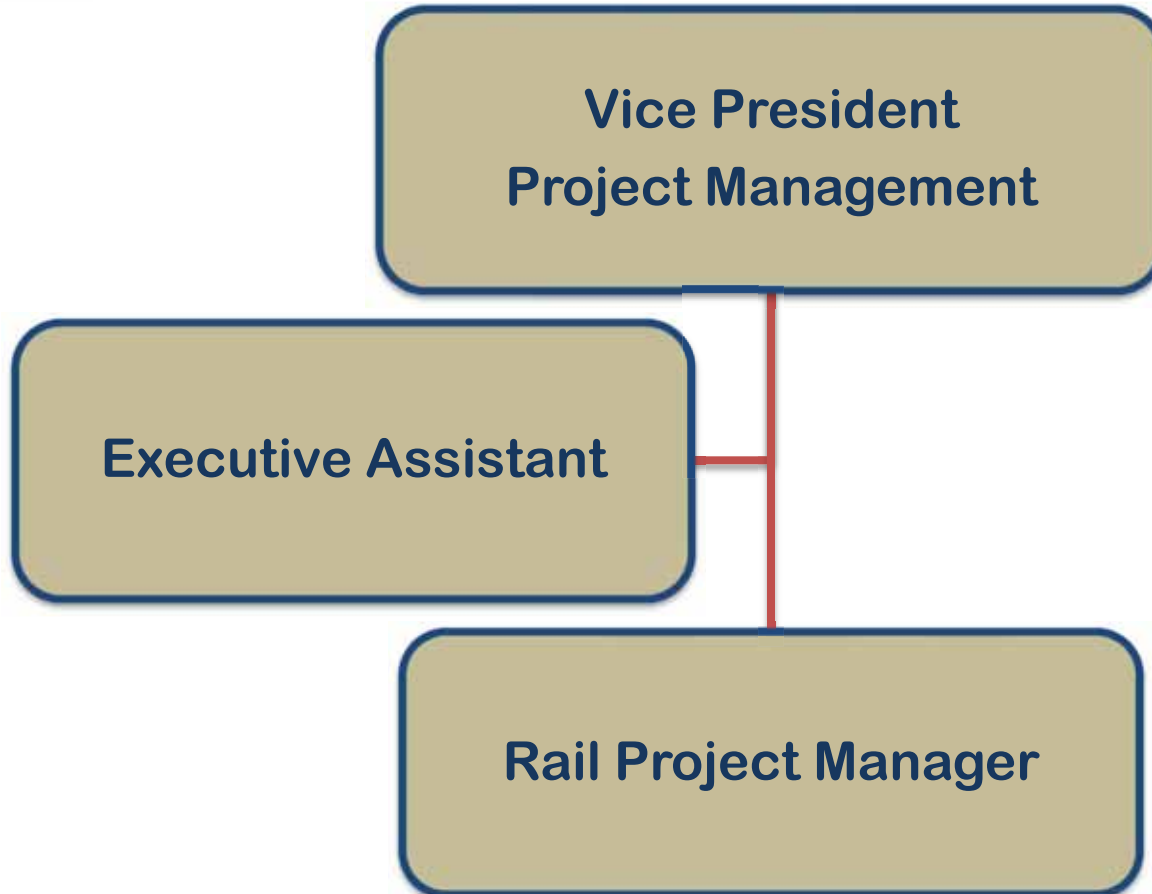
Departmental Project: Provide T project team with necessary information to update the Strategic Plan, including proposed enhancements to the existing Dallas to T&P service and operations planning for new services.

Measurement:

No project delays caused by TRE staff. Project design provides for safe, cost effective passenger operations.



Project Management



[This page left intentionally blank.]

Departmental Summary

Department Project Management **Department Number** 117

Department Summary of Purpose and Goals

To provide project management service for all capital expenditure related enhancement projects on both bus and Trinity Railway Express facilities. In addition, providing technical resource base for other departments of The T.

Measurable Goals and Objectives

	<i>FY09 YTD 06/30/09</i>	<i>FY10 Budget</i>
7 th Street Parking Lot Landscaping	\$0.00	\$100,000
CentrePort Security Fencing	\$25,000	\$10,000
CNG Compressor Cover and Crane	\$0.00	\$400,000
Downtown Bus Passenger Shelters	\$500,000	\$0.00
El Paso Street, Block 100, Parking Spaces	\$0.00	\$350,000
Hurst Bell Station Parking Expansion (34 spaces)	\$20,000	\$100,000
ITC TRE Station Improvements	\$30,000	\$40,000
New Wellness Center	\$50,000	\$750,000
Richland Hills Siding Improvements and Double Tracking (Midway Road Bridge to Handley Ederville)	\$3,500,000	\$0.00
Richland Hills TRE Park and Ride Enhancement's	\$0.00	\$2,000,000
Sierra Vista Bus Transfer Center	\$200,000	\$200,000
Summer Creek Bus Park and Ride	\$0.00	\$500,000
North Park and Ride	\$0.00	\$400,000
CentrePort Slope Remediation	\$100,000	\$200,000



The T 2010 Business Plan Project Management Department

Project Management performs a variety of problem solving and technical advice functions.

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS**

Departmental Goal: **Support all company-wide efforts for a regional transit system.**

Departmental Projects: Continue to attend meetings and give professional advice when requested for the Southwest to Northeast Rail Corridor (SW2NE) rail corridor project.

Support the effort for legislative approval of a sales tax cap exemption.

Departmental Goal: **Visibility in the community during FY 2010.**

Departmental Projects: Project Management will participate in outside activities during the year which draw attention to public transportation and ease of ridership.

Project Management will continue to accept speaking engagements at outside functions and attend various transportation workshops and conferences to improve communications and technical knowledge skill sets.

Organizational Goal: **DELIVER BUS SERVICE MORE EFFICIENTLY BY BEEFING UP HEAVILY USED ROUTES AND CUTTING BACK NON-PERFORMING ROUTES**

Departmental Goal: **Investigate every opportunity to increase bus ridership and support company-wide efforts in this direction.**

Departmental Projects: Finish downtown bus passenger shelters project to provide the latest state-of-the-art shelters for riders. Alert the public to The T's efforts to update and modernize shelters. Promote schedule maps at each shelter and ease for persons with disabilities.

Departmental Goal: Add parking spaces for the ITC, which will cover bus and train ridership, and alert the public to the advantages of public transportation, increased ridership, and more parking availability.

Departmental Projects: Improve parking image at the 7th Street parking lot to include landscaping and striping improvements.

Organizational Goal: [BE OPPORTUNISTIC – BUY LAND IN ADVANCE](#)

Departmental Goal: Work with other departments and outside consultants to provide timely surveys, categorical exclusions, environmental assessments, and project management department knowledge reading surveys, maps, and appraisals.

Departmental Projects: Use department resources for procuring surveys, building categorical exclusions, acquiring environmental assessments and sharing all information with other T departments as needed.

Organizational Goal: [PROGRESS TOWARD FULL FUNDING FOR SW2NE PROJECT. GET INTO PRELIMINARY ENGINEERING AND OTHER MILESTONES FOR SW2NE](#)

Departmental Goal: Be accessible to other departments of The T and outside consultants.

Departmental Projects: Continue to attend required SW2NE meetings and give professional advice when requested. Be available for discussions regarding funding, land acquisition, and any other project management issues.

Organizational Goal: [IMPLEMENTBUS RAPID TRANSIT SERVICE ON EAST LANCASTER \(VEHICLES, STATIONS, MARKETING\)](#)

Departmental Goal: Provide technical and professional support to internal and external contacts.

Departmental Projects: Continue to work with other departments of The T, providing professional advice when requested.

Continue to provide project updates to the Grants Department.

Continue to work with the City of Fort Worth and (TxDOT) Texas Department of Transportation when input is required from both parties.

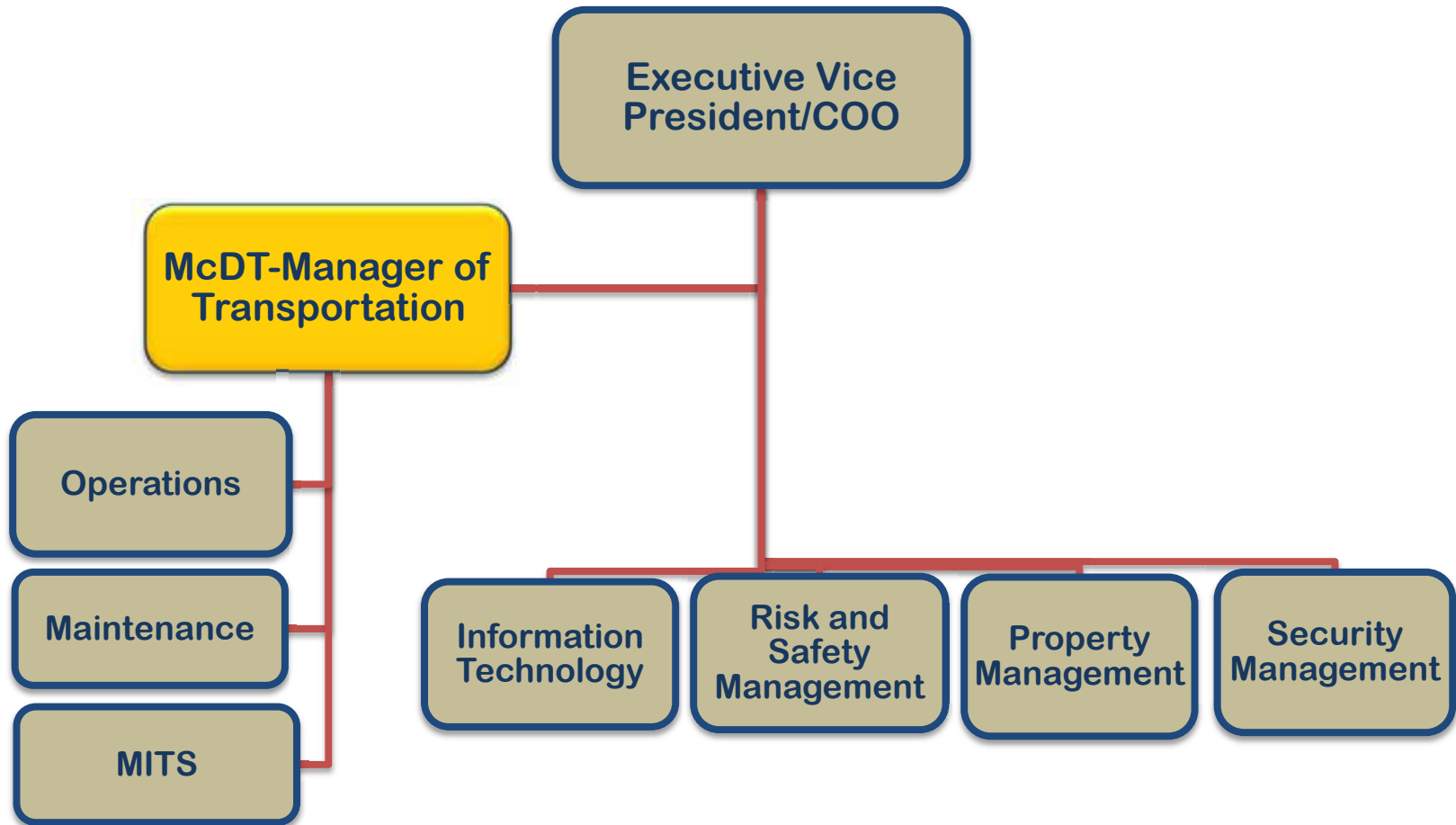
Organizational Goal: **STRATEGIC PLANNING PROCESS FOR THE NEXT FIVE YEARS BY UTILIZING ADDITIONAL DEPARTMENTS FOR GOAL SETTING THAN PREVIOUSLY USED**

Departmental Goal: **Work in close cooperation with Planning Department to validate the concept of departmental involvement in the plan.**

Departmental Projects: As projects arise, identify all aspects of the project and how other departments of The T can help to bring completion to a project.



Executive Vice President/COO



(This page left intentionally blank.)

Departmental Summary

Department Maintenance Department Number 0170,
2200,2300

Department Summary of Purpose and Goals

Responsible for daily preventative maintenance of bus fleet and all T facilities as well as emergency maintenance.

Measurable Goals and Objectives

	<i>FY 2009 Budget</i>	<i>FY2010 Budget</i>
Miles per road call New Flyer fleet	7500	7500
Miles per road call MITS	4250	4500
Meet facilities maintenance budget	\$3.410M	\$3.2 M
Meet revenue vehicle maintenance budget	\$7.851M	\$7.6 M
Meet MITS maintenance budget	\$1.311M	\$1.2M
Complete scheduled CSI training provided by HR	100%	100%
Procure ten New Flyer buses	N/A	Dec 09
Procure five MITS Arboc replacement vehicles	N/A	Jan 10
Procure articulated buses in support of BRT	N/A	Sep 10
Complete CNG canopy installation	N/A	May 2010
Construction management of Wellness Center	N/A	March 2010
Complete renovation of 2304 Pine	N/A	December 2009



The T 2010 Business Plan Maintenance

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

Organizational Goal: **IMPLEMENT BRT SERVICE ON EAST LANCASTER (VEHICLES, STATIONS, MARKETING)**

Departmental Goal: **Procure Articulated Transit Vehicles**

Departmental Project: Procure articulated buses and forty foot transit vehicles to meet the needs of operations

Responsibility: Ron Anderson, Edward Thompson

Measurement: September 2010

Coordinating Departments: Operations, Maintenance

Organizational Goal: **DELIVER BUS SERVICE MORE EFFICIENTLY BY BEEFING UP HEAVILY USED ROUTES AND CUTTING BACK NON-PERFORMING ROUTES.**

Departmental Goal: **Complete Customer Service Refresher**

Departmental Project: Complete customer service training provided by HR during FY10 to ensure that mechanics and other support personnel are aware of the impact they have on our internal/external customers as they perform their duties in the shop as well as out on the road.

Responsibility: Ron Anderson, Robbie Holtzinger

Measurement: Complete by September 2010

Coordinating Departments: Human Resources

Departmental Goal: **Ensure Operational Cost Effectiveness**

Departmental Project: Dispose of obsolete parts from inventory

Responsibility: Dave Sagan, Spencer Davis, Robbie Holtzinger

Measurement: December 2009

Coordinating Departments: Maintenance, Accounting

Departmental Project: Manage FY10 facility expenditures

Responsibility: Ron Anderson, Bill Wagner, Rod Ford

Measurement: Department is within 3 percent of budget by Sep 2010

Coordinating Departments: Maintenance, Accounting

Departmental Project: Complete 100 percent of scheduled preventive maintenance inspections.

Responsibility: Maintenance Staff

Measurement: 100 percent completion on time

Coordinating Departments: Maintenance, Operations



The T 2010 Business Plan MITS Department

To provide quality public transportation services that respond to persons with disabilities in our community within established budgetary guidelines.

Organizational Goal: **BUILD ON THE T's REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS**

Departmental Goal: **The Transit Ambassador Team will evaluate and train new MITS eligible clients to use fixed route bus service to help meet the ever increasing demand for MITS service.**

Departmental Project: The Transit Ambassadors will increase new client training to achieve a goal of 115 clients per ambassador for a total of 230 clients.

Evaluate new MITS applicants for ability to ride fixed route bus service (FRBS) and TRE. Provide instruction on the use of FRBS and TRE.

Measurement: Achieve goal by September 30, 2010.

Departmental Goal: **Promote the MITS + 1 pass program to all MITS eligible passengers to increase MITS + 1 ridership to achieve a 10 percent increase for a total of 232,670 trips.**

Departmental Project: Promote MITS + 1 pass program through customer and community awareness (i.e. consumer awareness meetings, MITSAC, brochure, etc.) throughout FY10.

Measurement: Achieve goal by September 30, 2010.

Departmental Goal: **Improve hiring and training process to increase MITS operator roster while reducing operator overtime percentage from 15.6% to 10% of total payroll hours**

Departmental Project: Work closely with Human Resources to implement innovative ways to recruit, hire, and train MITS operators.

Measurement: MITS overtime goal is achieved by September 30, 2010.

Department Summary of Purpose and Goals

Responsible for daily bus service operation

Measurable Goals and Objectives

	<i>FY09 YTD 07/31/09</i>	<i>FY 2010 Budget</i>
Subsidy per passenger	4.50	5.00
Passengers per hour	16.23	16.29
Passengers per mile	1.52	1.57
Number of passenger trips (<i>estimated through the end of year</i>)	6,251,400	6,393,400
Preventable accidents per 100,000 miles	1.65	1.60
On-time performance	99%	99%
Operator overtime as a percentage of total hours of payroll	9.6%	8.0%
Operator customer service re-training	100%	100%
Complaints per 100,000 passenger trips	6.0	4.0



The T 2010 Business Plan Fixed Route Bus Operations

To provide quality bus services to meet the needs of our region.

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS.**

Departmental Goal: **Train and develop operations supervisors and hold them accountable for the actions of their team.**

Departmental Projects: Coordinate with Maintenance and Finance to develop a vehicle replacement plan to ensure vehicle availability for service expansion as well as vehicle utilization to ensure that high capacity routes have larger capacity vehicles.

Ensure all operations personnel receive customer service training and hold them accountable for failure to provide quality customer service.

Look for opportunities to expand awareness of the service and increase ridership. Continue to provide service to Texas Motor Speedway during NASCAR weekends, Molly the Trolley during the summer and fall, and Dallas Cowboy Stadium during football season.

Implement service expansion as developed by the Planning Department.

Organizational Goal: **DELIVER BUS SERVICE MORE EFFICIENTLY BY BEEFING UP HEAVILY USED ROUTES AND CUTTING BACK NON-PERFORMING ROUTES.**

Departmental Projects: Reduce Operator overtime percentage to 8 percent of total hours of payroll by working closely with Human Resources to hire quality fix route bus service operators as required to maintain overtime goals.

During fiscal 2010 plan fixed-route bus service that increases annual ridership by 3 percent. Introduce cost-effective new bus service or adjust existing service, while maintaining The T's key performance indicators.

Utilize Trapeze and the camera system to ensure proper on-time performance. Maintain on-time overall route performance average of 99 percent or better.

Reduce preventable accidents by 4 percent to 1.60 accidents per 100,000 miles of service

Conduct accident free safety awareness campaigns for FRBS operators. Provide post accident performance coaching and retraining. Continue Smith System safety training and retraining for operators.

Organizational Goal:

STRATEGIC PLANNING PROCESS FOR THE NEXT 5 YEARS, BY UTILIZING ADDITIONAL DEPARTMENTS FOR GOAL SETTING THAN PREVIOUSLY USED.

Departmental Goal:

Reduce customer service complaints to achieve no more than 5-per 100,000 passenger trips in FY 2010.

Department Projects:

Ensure all employees receive customer service refresher training.

Schedule and ensure completion of customer service refresher training for all employees by September 30, 2010.

Monitor Customer Service Award Program to identify and reward top performers.

Continue the implementation of performance coaching model.

Monitor performance coaching and mentor where needed on an ongoing basis.

Implement Supervisor training program model with HR making changes where needed to enhance and continue professional growth of supervisors on an ongoing basis.

Conduct thirty, sixty and ninety day training checks for all new operator hires in coordination with HR.

Provide coaching and retraining on all customer service complaints for operators.

Employ secret-shoppers (two checkers) from an outside source quarterly to identify problem areas, and implement a

program to correct these issues. Coach and retrain all operators identified by secret-shopper reports that are not following proper procedures.

Organizational Goal:

IMPLEMENT BRT SERVICE ON E. LANCASTER (VEHICLES, STATIONS, MARKENING)

Departmental Projects:

Operate the BRT Service on the E. Lancaster corridor.

Coordinate with Maintenance to maintain the cleanliness and reliability of the FRBS fleet.

Work with other agencies to make bus stops ADA accessible. Change city codes and work with other agencies to improve sidewalk accessibility for Para transit passengers, through New Freedom grant funding.

Departmental Summary

Department Information Technology Department Number 0150

Department Summary of Purpose and Goals

Provide and support Information Technology solutions which are effective, reliable, within budget and delivered with exceptional customer service and user satisfaction

Measurable Goals and Objectives

	<i>FY09 06/30/09</i>	<i>FY 2010 Budget</i>
Implement on-board camera system for trolleys and articulated buses and upgrade MITS on-board dispatch system.		\$366,050
Implement Blockbuster.		\$95,000
Upgrade Trapeze.		\$20,000
Upgrade the Passenger Information System.		\$375,000
Upgrade network support systems.		--
Replace HRP server room UPS.		\$40,000
Replace spam, firewall, and VPN systems.		\$20,150
Replace the current call recording system (CallRex).		\$32,000
Upgrade fuel and oil tracking system (FleetWatch).		\$45,000
Implement benefits interface for Ellipse.		\$50,000



The T 2010 Business Plan Information Technology

Manages the acquisition, implementation, and maintenance of all technology related systems and services.

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS**

Departmental Goal: **Upgrade network support systems to permit increased flexibility and reliability in protecting the T's network resources.**

Departmental Projects: Replace the current spam filter with a more robust, reliable system.

Replace the existing firewall with an enterprise-class device.

Replace the VPN system allowing external users access to The T network resources with a security enhanced system.

Replace the aging UPS in the HRP server room with a physically smaller, and equally capable, device.

Departmental Goal: **Increase communication with TRE customers concerning train schedules.**

Departmental Projects: Bring Passenger Information System (PIS) system back on-line.

Prepare PIS system for integration with DART's Next Train project.

Departmental Goal: **Improve reliability and consistency of phone recordings for training and quality control.**

Departmental Projects: Replace the current recording system (CallRex) with a system specifically designed to work with the T's ShoreTel phone system.

Organizational Goal: **DELIVER BUS SERVICE MORE EFFICIENTLY BY BEEFING UP HEAVILY USED ROUTES AND CUTTING BACK NON-PERFORMING ROUTES**

Departmental Goal: Provide tools and enhanced functionality to allow Scheduling, Planning, and Dispatch to more effectively and efficiently perform their jobs in getting the right service on the streets.

Departmental Projects: Upgrade our existing version of Trapeze.

Install and implement Blockbuster.

Upgrade software and equipment supporting MITS real-time dispatching.

Organizational Goal: **IMPLEMENT BRT SERVICE ON E. LANCASTER (VEHICLES, STATIONS, MARKETING)**

Departmental Goal: Provide tools and enhanced functionality to allow Scheduling, Planning, and Dispatch to more effectively and efficiently implement the BRT service.

Departmental Projects: Upgrade our existing version of Trapeze.

Install and implement Blockbuster.

Implement on-vehicle video recording in vehicles used for BRT service.

Organizational Goal: **STRATEGIC PLANNING PROCESS FOR THE NEXT FIVE YEARS BY UTILIZING ADDITIONAL DEPARTMENTS FOR GOAL SETTING THAN PREVIOUSLY USED**

Departmental Goal: Provide Maintenance, Operations, and Accounting the enhanced tools required to track current fuel and oil usage as well as plan future usage.

Departmental Projects: Upgrade Fleetwatch hardware and software.

Departmental Goal: Provide HR and Payroll improved integration between systems to improve planning and budgeting for employee benefits.

Departmental Projects: Implement interface between Ellipse and the employee benefits provider, Benefit Harbor.

Departmental Summary

Department

Property Management

Department Number

0110

Department Summary of Purpose and Goals

Responsible for facility/amenities improvements and leasing.

Measurable Goals and Objectives

	<i>FY 09 YTD 7/16/09</i>	<i>FY 10 Budget</i>
Repairs made to ceiling at T&P (repairs to begin 1/15/10)		4/30/10
Coordinate move-in of Travelers Aid, build-out of kiosk		12/31/09
Coordinate with Travelers Aid to sell The T merchandise, sundries, souvenirs		12/31/09
Assist in the management of land purchased		



The T 2010 Business Plan Property Management

Responsible for facility/amenities improvements and leasing

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS**

Departmental Goal: Addition of Travelers Aid to the ITC

Departmental Projects: Coordinate move-in and build out

Responsible: Property Management

Coordinating Departments: Project Management, Legal, Maintenance

Departmental Goal: Coordinate with Traveler's Aid to sell The T merchandise, sundries, and souvenirs

Departmental Projects: Manage inventory flow, coordinate with accounting

Responsible: Property Management

Coordinating Departments: Legal, Accounting

Departmental Goal: Repairs made to ceiling at T&P

Departmental Projects: Coordinate with Wood Partners (Patrick Trask) to have work completed in a timely manner and not to interfere with scheduled events

Responsible: Property Management

Coordinating Departments: Legal, Facilities Maintenance

Organizational Goal: **BE OPPORTUNISTIC – BUY LAND IN ADVANCE**

Departmental Goal: Assist in the management of land purchased in FY10

Departmental Projects: Assist in the management of land purchased in FY10

Responsible: Legal

Coordinating Departments: Project Management, Property Management

Departmental Summary

Department

Transit Security

Department Number

0145

Department Summary of Purpose and Goals

Manages contracted security and part-time transit security officers. Coordinate security training for all security and T personnel, in the use of agency's security systems. Implementation of the security plan through camera and software upgrades to The T infrastructure, as well as threat preventive measures and employee safety.

Measurable Goals and Objectives

	<i>FY09 YTD 06/30/09</i>	<i>FY10 Budget</i>
Coordinate with IT and Procurement to complete installation of camera and software upgrades to The T's administration building, and provide training to essential personnel.	Ongoing	12/31/09
Develop web-based security training for all employees, to address annual training.		07/31/10
Work with Wellness Center Coordinator to provide FirstAid/CPR training to all private security personnel assigned to the ITC and T&P facilities.		12/31/09
Coordinate efforts with Project Management, on facility design structure of SW2NE park-n-ride facilities that optimize environmental and enhanced security measures.		Ongoing
Coordinate with Director of Planning and VP/Project Management to ensure environmental security design plan of stations for BRT service are achieved.		Ongoing
Establish fully operational transit police agency to effectively patrol fixed operations to include SW2NE rail.		Ongoing



The T 2010 Business Plan Transit Security

Responsible for facility and transit security services provided to The T and its customers.

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS**

Departmental Goal: **Implement annual security training matrix for all T employees.**

Departmental Projects: Develop web-based security training for all employees, to address annual training.

Departmental Projects: Work with Fitness Center Coordinator to provide First Aid CPR training to all private security personnel assigned to the ITC and T&P facilities.

Organizational Goal: **PROGRESS TOWARD FULL FUNDING FOR SW2NE PROJECT. GET INTO PRELIMINARY ENGINEERING AND OTHER MILESTONES FOR SW2NE**

Departmental Goal: **Complete security environmental design of SW2NE park and ride facilities**

Departmental Projects: Coordinate efforts with project management, through meetings on facility design structure that optimizes environmental and enhanced security measures.

Organizational Goal: **IMPLEMENT BRT SERVICE ON E. LANCASTER (VEHICLES, STATIONS, MARKETING)**

Departmental Goal: **Complete security environmental design of stations for BRT service.**

Departmental Projects: Coordinate with Director of Planning and VP/Project Management to ensure environmental security design plan of stations are achieved.

Organizational Goal: STRATEGIC PLANNING PROCESS FOR THE NEXT 5 YEARS BY UTILIZING ADDITIONAL DEPARTMENTS FOR GOAL SETTING THAN PREVIOUSLY USED

Departmental Goal: **Establish fully operational transit police agency to effectively patrol fixed operations, to include SW2NE rail.**

Departmental Projects: Develop cost matrices for fully funded transit police staff and partially funded in partnership with local police agency.

Departmental Projects: Coordinate with Fort Worth Police Chief to establish a police transit division.

Departmental Summary

Department	Risk Management	Department Number	0145
-------------------	-----------------	--------------------------	------

Department Summary of Purpose and Goals

To manage and reduce the risk of loss from major accidents and to protect The T's assets through insurance, safety inspections, security, claims administration, training, and accident prevention. To provide for the safety of employees and passengers, protection of transit assets in an effort to prevent injuries and limit exposures to loss.

Measurable Goals and Objectives

	<i>FY09 YTD 07/31/09</i>	<i>FY 2010 Budget</i>
Keep claims cost less than \$160,000 in FY 10.	\$75,651	\$160K or less
Maintain decline in vehicle collisions.	39	70 or less
Maintain decline in reported passenger injuries.	25	50 or less
Implementation of new Safe Workplace Training for staff and operators.	Implemented in New Hire Training	9/1/10 start date for staff



The T 2010 Business Plan Risk and Safety

Responsible for the Risk Management and Safety Services provided to the Fort Worth Transportation Authority and its stakeholders.

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS**

Departmental Goal: It is the Risk Management Department's goal to insure a safe environment for all customers riding The T's vehicles. This will be established through ongoing safety training, The Fleet Monitoring System, and Smith Safe web based Driver improvement training. This will help maintain the public's favorable perception of the The T by continuing our policy of taking the greater care of all customers.

Departmental Projects: Continue to provide refresher training and new hire training for staff and operators through our newly formed Safe Workplace training.

Organizational Goal: **DELIVER BUS SERVICE MORE EFFICIENTLY BY BEEFING UP HEAVILY USED ROUTES AND CUTTING BACK NON-PERFORMING ROUTES**

Departmental Goal: Risk Management will help in the delivery of more efficient bus service by conducting safety inspections on heavily used bus routes and submitting reports quarterly to COO and Manager of Transportation.

Departmental Projects: Conducting random inspection quarterly and submitting reports to COO and Director of Operation.

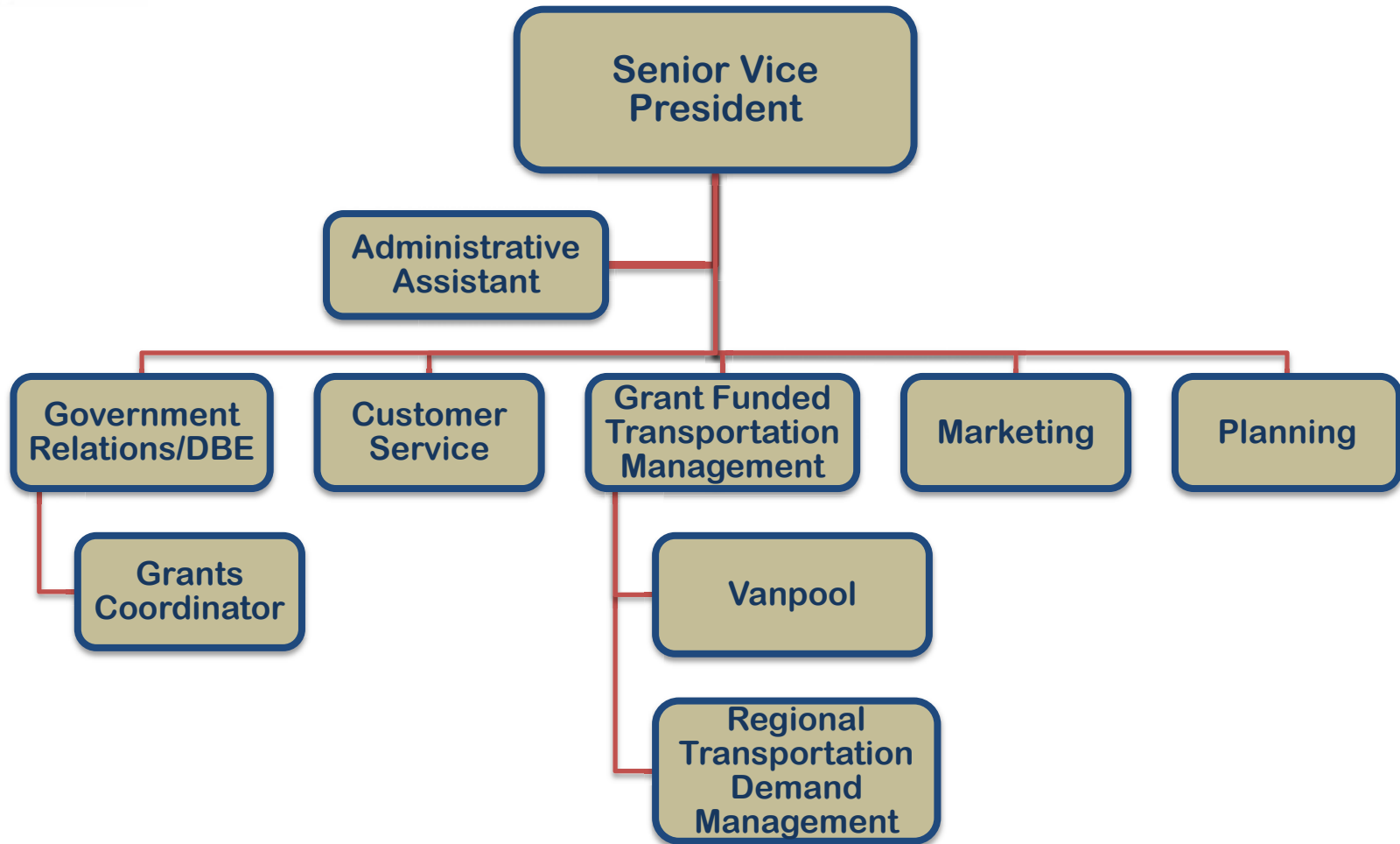
Organizational Goal: **IMPLEMENT BRT SERVICE ON E. LANCASTER (VEHICLES, STATIONS, MARKETING)**

Departmental Goal: Risk Management will ensure the safety of passengers using the BRT service on Lancaster through random safety inspections and submitting reports quarterly to the COO and Director of Operations.

Departmental Projects: Conducting random ride checks, safety inspections of transfer centers and radar surveillance to ensure that operators adhere to the speed limits.



Senior Vice President



(This page left intentionally blank.)

Departmental Summary

Department

Customer Service

Department Number

0120

Department Summary of Purpose and Goals

Provides customer information for TRE, fixed route bus, rider request and para-transit services via telephone, Internet and kiosk.

Measurable Goals and Objectives

	<i>FY09 YTD 07/31/09</i>	<i>FY 2010 Budget</i>
Automatic Call Distributor (ACD) calls answered monthly.	97%	98%
Abandoned ACD calls per month not to exceed 3%.	3%	3%
Customer Service Checklist followed on each call should result in 100% on all monitoring reports.	100%	100%
Customer Service staff continued development in conversational Spanish.	Completed March 2009	March 2010
Ongoing training and Ride Checks, to stay familiar with all T services.	5 Routes per rep	10 Routes per rep
Bi-monthly information sharing sessions with other departments.	4 sessions	10 sessions
Training curriculum for the Sub-Region of North Central Texas, and the BRT service.		



The T 2010 Business Plan Customer Service

Provides customer information for TRE, fixed route bus, rider request and para-transit services via telephone, Internet and kiosk.

Organizational Goal: **BUILD ON THE T REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS**

Departmental Goals: **Customer Service staff (CS) is able to answer all questions precisely and accurately on present service levels and area and be fully prepared to assist with new or proposed service inquires for Western Sub-Region of North Central Texas, and the BRT.**

Departmental Projects: CS staff will be able to provide enhanced regional customer service and trip planning per The T Strategic Plan.

Ongoing training and ride checks, for informed and knowledgeable information on existing and new T services.

100 percent positively, courteous, and professional customer service.

Revised monitoring report and customer service checklist for complete accuracy on all incoming ACD calls.

Departmental Goal: **Information sharing sessions with Operations, MITS, Maintenance, Accounting, HR, IT, DBE/Grants, Security and Administration so that all T staff are informed and aware of changes pertaining to Western Sub-Region of North Central Texas.**

Departmental Project: Arrange monthly meetings for improved communications and teamwork for upcoming service changes.

Departmental Goal: **Phase III Spanish Training for CS staff.**

Departmental Project: CS will stay responsive to our Spanish-speaking customers by ongoing and continued Spanish training for all staff. Hiring efforts focused on bilingual applicants.

Departmental Summary

Department DBE / Grants Department Number 0112

Department Summary of Purpose and Goals

DBE:

Encourage Disadvantaged Business Enterprise (DBE) firms' participation in The T's procurements and/or major projects in the FY 2010 Capital Budget.

Grants:

Manage existing discretionary and formula funding and identify new funding opportunities including New Freedom and JARC funds to improve services to increase ridership. Provide oversight to The T's programs as FTA grantee to ensure that the organization is managing the programs in accordance with federal requirements. Respond to Call for Projects and properly manage submission of projects for inclusion in the Transportation Improvement Program and State Transportation Improvement Program to ensure funds are available at the appropriate time for various projects in the strategic plan.

Measurable Goals and Objectives

	<i>FY09 YTD Actual</i>	<i>FY 2010 Budget</i>
DBE Goal.	20.68%	20%
Complete the development and submission of The T's Annual DBE Goal to FTA.		08/01/10
Conduct T sponsored DBE workshops.		09/30/10
Coordinate with chambers of commerce and North Central Texas Regional Certification Agency on DBE outreach/education events.		09/30/10



The T 2010 Business Plan DBE Program Management

Increase opportunities for Disadvantaged Business Enterprises (DBE) and other minority owned businesses.

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS**

Departmental Goal: **Ensure a level playing field for Disadvantaged Business Enterprise (DBE) firms and other minority or women-owned business participation in The T's procurements and/or major projects in the FY 2010 Capital and Operating Budgets.**

Departmental Projects: Outreach/education efforts:

- Utilize creative efforts to both disseminate information about the program.

Effective contract specific goal formation and implementation:

- Coordinate with The T's Purchasing Department in the assignment of contract specific DBE goals, while working to increase DBE participation.

Certification/technical assistance and compliance:

- Provide technical assistance to vendors seeking DBE certification with the North Central Texas regional Certification Agency.
- Assist with monitoring and enforcement mechanisms to ensure that work committed to DBEs, while ensuring that The T's DBE program is in compliance with federal regulation. (49CFR Part 26).

Departmental Goal: **Increase the visibility of The T's DBE Program both internally and externally through improved communication, while improving the understanding of The T's DBE Program.**

Departmental Projects: Conduct two T sponsored DBE workshops in FY2010.

Participate in events sponsored by chambers of commerce and other community organizations.

Departmental Goal: **Develop a narrowly tailored annual DBE goal for FY2010.**

Departmental Project: Coordinate with other external agencies for improvements in The T's DBE goal calculation by utilizing study results from the regional consortium for a joint availability and disparity study and public participation.



The T 2010 Business Plan Grants Administration

The T Grants Administration staff will continue to administer current grants from traditional sources while continuously searching for new and innovative funding opportunities.

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS.**

Departmental Goal: **Grants Administration will exhibit The T's transit expertise at every opportunity possible.**

Departmental Projects: Transit expertise will be demonstrated through coordination with the Federal Transit Administration (FTA), North Central Texas Council of Governments (NCTCOG), and others. Grants staff work to ensure The T's compliance with appropriate federal regulations, especially during the FTA Triennial Review which will be conducted in FY 2010.

Organizational Goal **BE OPPORTUNISTIC, BUY LAND IN ADVANCE**

Departmental Goal: **Grants Administration will provide oversight to federal grants associated with land acquisition.**

Departmental Projects: Grants administration will administer grants involved with land acquisition while pursuing new financial resources to provide funding for future land purchases.

Organizational Goal: **PROGRESS TOWARD FULL FUNDING FOR SW2NE PROJECT. GET INTO PRELIMINARY ENGINEERING AND OTHER MILESTONES FOR SW2NE.**

Departmental Goal: **Grants Administration will assist in compliance with federal regulations associated with pursuing Section 5309 New Starts funding for the Southwest to Northeast Corridor (SW2NE).**

Departmental Project: Through interaction with the FTA and NCTCOG Grants Administration will aid in the pursuit of New Starts funding for the SW2NE.

Organizational Goal: **IMPLEMENT BRT SERVICE ON EAST LANCASTER (VEHICLES, STATIONS, MARKETING).**

Departmental Goal: **Grants Administration will provide oversight to federal funding associated with the implementation of BRT service.**

Departmental Projects: Grants Administration will continue to administer American Recovery and Reinvestment Act (ARRA) funding along with Congestion Mitigation and Air Quality (CMAQ) funding associated with the Enhanced Bus Corridor which will facilitate BRT.

Organizational Goal: **STRATEGIC PLANNING PROCESS FOR THE NEXT FIVE YEARS BY UTILIZING ADDITIONAL DEPARTMENTS FOR GOAL SETTING THAN PREVIOUSLY USED.**

Departmental Goal: **Grants Administration will coordinate with other T employees as a team in order to support strategic goals.**

Departmental Projects: Grants staff will offer input regarding technical expertise on grant funded projects related to the strategic plan. Grants staff will also work to close out as many grants as possible by expending funds on projects that were previously funded.

Departmental Summary

Department

Governmental Relations

Department Number

Department Summary of Purpose and Goals

The Director of Governmental Relations serves as a point of contact for The T with congressional and legislative representatives and staff, and state, regional, and federal agencies. The director is also responsible for the recommendation of policies involving legislative and administrative issues related to transit and evaluates federal, state, and local programs/initiatives that impact The T.

Measurable Goals and Objectives

	<i>FY09 YTD 07/31/09</i>	<i>FY 2010 Budget</i>
Coordination with federal legislators on the submission of The T's FY 2011 Section 5309 Rail New Starts Appropriations Request for funding for the Southwest to Northeast rail corridor project.		March 30, 2010
Work to ensure the inclusion of The T's commuter rail extension in the federal transportation reauthorization bill.		September 30, 2010
Regional Local Option Transportation Funding The T will work with state and local elected officials and community leaders, to seek transportation funding for rail and roadway projects – T staff will work with and support local efforts to seek legislation during the 82 nd Texas Legislature.		September 30, 2010



The T 2010 Business Plan Governmental Relations

Governmental Relations is responsible for monitoring and managing regulatory matters, and analyzing the potential impact on The T.

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS.**

Departmental Goal: Governmental relations will provide transit expertise to regional legislative efforts on the state and federal level.

Departmental Projects: Work in coordination with The T's state and federal lobby team to develop The T's legislative strategy and activity pursue appropriate legislative efforts.

Departmental Goal: Play an active role in pursuing additional revenue sources for transit.

Departmental Projects: Governmental Relations will actively support efforts to pursue transportation funding legislation during State of Texas 82nd Legislative Session.

Departmental Goal: Provide oversight to The T's federal regulatory compliance.

Departmental Projects: Supervision of grants management, FTA Triennial Review, and other regulatory matters.

Organizational Goal: **BE OPPORTUNISTIC – BUY LAND IN ADVANCE.**

Departmental Goal: Governmental Relations will provide oversight to compliance with federal regulations for land acquisition.

Departmental Projects: Work with FTA to ensure compliance and funding eligibility for land acquisitions.

Organizational Goal: **PROGRESS TOWARD FULL FUNDING FOR SW2NE PROJECT. GET INTO PRELIMINARY ENGINEERING AND OTHER MILESTONES FOR SW2NE.**

Departmental Goal: Governmental Relations will provide oversight to legislative and federal requirements for the pursuit of full funding agreement for SW to NE project.

Departmental Projects: Pursue reauthorization of SW2NE commuter rail project in the next Highway/Transit reauthorization bill.

Departmental Projects: Work in coordination with The T's lobby team and others to respond to and pursue legislative action in support of the SW2NE project for Section 5309 New Starts funding.

Organizational Goal: STRATEGIC PLANNING PROCESS FOR THE NEXT 5 YEARS BY UTILIZING ADDITIONAL DEPARTMENTS FOR GOAL SETTING THAN PREVIOUSLY USED

Departmental Goal: Governmental Relations will play a leadership role in accessing The T's external legislative and political environment in order to develop strategies.

Departmental Projects: Seek input from state and federal legislators on long range transit goals for the community.

Departmental Summary

Department	Administration, Vanpool and RTDM Departments	Department Number	9080- 83
-------------------	---	--------------------------	-------------

Department Summary of Purpose and Goals

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

Measurable Goals and Objectives

	<i>FY09 YTD 06/30/09</i>	<i>FY10 Budget</i>
Total participating employers with Regional Trip Reduction Programs	300	318
Total Vanpools	181	226
Total Vanpool capacity	75%	80%
Employers subsidizing employees' transportation (TransiCheck Vouchers and E-Pass Programs)	28	30



The T 2010 Business Plan Administration/Vanpool/Regional Transportation Demand Management

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

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS**

Departmental Goal: **Continue to promote Regional Travel Demand Management (RTDM) to employers.**

Departmental Projects: Identify new companies that would benefit from Employee Transportation coordinators (ETCs).

Continue to meet with employers and explain their transportation options.

Departmental Goal: **Continue providing grant funded transportation outside The T's service area.**

Departmental Projects: Continue administering Tarrant County Transportation Service (TCTS) and Northeast Transportation Service (NETS).

Continue administering the regional vanpool program and strive to increase participation, especially to employers in the Alliance area.

Organizational Goal: **DELIVER BUS SERVICE MORE EFFICIENTLY BY BEEFING UP HEAVILY USED ROUTES AND CUTTING BACK NON-PERFORMING ROUTES**

Departmental Goal: **Continue to provide input regarding The T service changes.**

Departmental Projects: Utilize Customer Comment System to provide specific requests for and complaints about The T bus service.

Identify opportunities to interline poorly performing routes as a way to improve efficiency.

Identify opportunities to increase ridership on poorly performing routes.

Organizational Goal: **BE OPPORTUNISTIC – BUY LAND IN ADVANCE.**

Departmental Goal: **Support company efforts to purchase land in advance.**

Departmental Projects: Participate in service planning regarding park and ride lots and provide input on park and ride locations.

Organizational Goal: **IMPLEMENT BRT SERVICE ON E. LANCASTER (VEHICLES, STATIONS, MARKETING).**

Departmental Goal: **Support company efforts to implement BRT service.**

Departmental Projects: Participate in service development planning, including frequency of service, stop locations, and station design.

Organizational Goal: **STRATEGIC PLANNING PROCESS FOR THE NEXT FIVE YEARS BY UTILIZING ADDITIONAL DEPARTMENTS FOR GOAL SETTING THAN PREVIOUSLY USED.**

Departmental Goal: **Support efforts to develop the plan.**

Departmental Projects: Provide input as needed in the development of the plan.

Departmental Summary

Department

Marketing

Department Number

0125

Department Summary of Purpose and Goals

Build on the T's reputation as the transit expert for the Western sub-region of North Central Texas. Increase ridership through a comprehensive marketing program that promotes The T's services, educates and informs traditional public transportation customers, choice riders and the general public. Improve community relations and build community support through community outreach, public relations, with a special emphasis on the Hispanic market. Increase awareness of The T services and strengthen The T's corporate identity through strategic brand initiatives including BRT.

1. Aggressively market T services to increase ridership on bus and rail.
2. Continue community outreach activities to improve image as community partner.
3. Develop and implement advertising and public relations designed to improve awareness and trail of The T and strengthen The T brand.
4. Extend The T's education and employer sales efforts through strategic alliances.
5. Develop BRT marketing plan for late 2010 launch.

Measurable Goals and Objectives

	<i>FY09 YTD 06/30/09</i>	<i>FY 2010 Budget</i>
Improve community relations through:		
Community outreach activities	18	24
Community presentations	9	12
Monthly ads to strengthen brand identity with advertising	9	12
Media promotional activities	3	4
Distribute stakeholder newsletter	2	2
Produce quarterly cable show	3	4



The T 2010 Business Plan Marketing Department

Responsible for marketing and advertising The T to increase awareness of The T and build on The T's reputation as the transit expert for Western sub-region of North Central Texas.

Organizational Goal: **BUILD ON T'S REPUTATION AS TRANSIT EXPERT**

Departmental Goal: **Position The T as the transit expert in Western Sub-region of North Central Texas.**

Departmental Projects Joint marketing and coordination of special events service as follows:

- Molly the Trolley
- Cowboy Shuttle
- Stock Show Shuttle
- TMS Shuttle
- Zoo Shuttle
- Day in the District Shuttle
- Holiday Light Tour
- TRE COOP ads with DART
- MAVS, STARS Game Trains
- NBA All-Star Game February 2010

Continue to market all transit services to general public and employers:

- Continue print, outdoor, transit and direct mail advertising.
- Continue annual *Year in Review* publication.
- Continue media relations i.e. media releases, articles
- Continue semi-annual stakeholder newsletter *Connections*
- Continue quarterly –Thinking Outside the Bus” community cable show.
- Integrate social media; i.e., Facebook, YouTube into communications.
- Continue support of North Texas Clean Air Coalition and their Working for Clean Air Awards program.
- Continue involvement on TRTC Public Education Committee and APTA sponsorship of TRTC video contest. Involve Move America Now in public outreach effort if possible.

Organizational Goal: [STRATEGIC PLANNING PROCESS FOR THE NEXT FIVE YEARS](#)

Departmental Goal: Assist planning with Strategic Plan update.

Departmental Project: Conduct telephone survey to identify strategic plan goals for The T.

Coordinating Departments: Marketing

Measurement: Cost

Organizational Goal: [IMPLEMENT BRT ON EAST LANCASTER](#)

Departmental Goal: Develop BRT marketing plan for late 2010 launch.

Departmental Projects: Develop and implement plan including new logo, graphics advertising, promotional materials and outreach activities.

Organizational Goal: [DELIVER BUS SERVICE MORE EFFICIENTLY](#)

Departmental Goal: Focus marketing on heavily used routes.

Departmental Projects: Use Buxton research to target direct mail for fixed and express route bus prospects, focusing on specific routes in Fort Worth that are heavily used. Also use door-to-door distribution of schedules to specific routes and target bus prospects with ads in the *Business Press*, *La Vida*, *Panorama*, and *Meadowbrook News*.

Coordinating Departments: Marketing, Planning

Measurement: Ridership in fiscal 2009 vs. fiscal 2010

Departmental Goal: **Continue marketing of off-peak ridership on TRE**

Departmental Projects: Continue to target choice riders through cooperative advertising with DART: print ads in *Star-Telegram Star-Time*, Fort Worth Child, Radio Disney, mall ads/outreach, and email blasts to Star-Telegram list.

Target off-peak market with destination marketing:

- Game trains to American Airlines Center
- Fort Worth destinations (i.e. Stockyards, Sundance Square, Cultural District, Main Street Arts Festival, etc). Trade Mavericks AAC ads for bus ads.

Departmental Summary

Department

Planning

Department Number

0160

Department Summary of Purpose and Goals

Responsible for coordinating and administrating the service, strategic and rail planning activities of The T.

Measurable Goals and Objectives

	<i>FY 2009 Actual</i>	<i>FY 2010 Budget</i>
Progress toward full funding for SW2NE rail corridor project. Get into preliminary engineering and other milestones for project.		Request to enter preliminary engineering (PE) by Fall 2009. Complete final Environmental Impact Study (EIS) and submit New Starts application by February 2010.
Deliver bus service more efficiently by beefing up heavily used routes and cutting back non-performing routes.		Decrease subsidy per passenger system wide by 3 percent.
Be opportunistic – buy land in advance.		Purchase land for North Park and Ride , Sierra Vista and SW2NE initial bus/rail sites by October 2010.
Strategic planning process for the next f years by utilizing additional departments for goal setting than previously used.		Develop plan for updating Strategic Plan and complete Strategic Plan update by January 2010.
Implement BRT service on E. Lancaster (vehicles, stations, marketing).		Complete the planning, design and begin construction of BRT service by end of fiscal 2010. Work towards service implementation by January 2011.



The T 2010 Business Plan Planning

Responsible for planning improvements of the operating efficiencies of The T service.

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS.**

Departmental Goal: **Continue coordination efforts and build relationships with regional partners such as City of Ft Worth, Richland Hills, NCTCOG, DART and Denton County Transit Authority (DCTA).**

Departmental Projects: Attend and support regional meetings and initiatives, such as Tower 55 and regional rail planning, as needed.

Responsible: Senior Management team, Government Affairs

Coordinating Departments: Planning, Legal, Project Management, Operations, Marketing

Departmental Goal: **Enhance working relations between planning department and bus operators.**

Departmental Projects: Use the Route Monitoring Committee (RMC) meetings and –Planner Is In” sessions to gain input and support from operators. Hold RMC meetings monthly and –Planner Is In” session quarterly.

Responsible: Planning

Coordinating Departments: Scheduling and Operations

Organizational Goal: **DELIVER BUS SERVICE MORE EFFICIENTLY BY BEEFING UP HEAVILY USED ROUTES AND CUTTING BACK NON-PERFORMING ROUTES**

Departmental Goal: **Improve Route Efficiency and Performance: Reduce Subsidy per Passenger by 3%.**

Departmental Project: Plan fixed-route bus service in FY10 by introducing cost-effective new bus service or adjusting existing service

while maintaining adherence to The T's Key Performance Indicators.

Responsible: Planning

Coordinating Departments: Scheduling and Operations

Departmental Goal: Enhance Public Transit

Departmental Project: Develop multi-year bus and rail service coverage, span and frequency objectives through the development of T service area sector-by-sector *Comprehensive Service Reviews*. Complete one sector review in FY10.

Responsible: Planning

Coordinating Departments: Scheduling

Organizational Goal: BE OPPORTUNISTIC – BUY LAND IN ADVANCE.

Departmental Goal: Effectively Improve Coverage, Frequency and Service Span

Departmental Projects: Purchase land for North Park-and-Ride and Sierra Vista, SW2NE initial Bus/Rail sites by Fall 2010.

Responsible: Legal

Coordinating Departments: Planning

Organizational Goal: STRATEGIC PLANNING PROCESS FOR THE NEXT FIVE YEARS BY UTILIZING ADDITIONAL DEPARTMENTS FOR GOAL SETTING THAN PREVIOUSLY USED.

Departmental Goal: Lead the process for updating The T's 2005 Strategic Plan

Departmental Project: Develop Plan for updating Strategic Plan and complete Strategic Plan update by January 2010.

Responsible: Planning

Coordinating Departments: Marketing, Government Affairs.

Organizational Goal: **IMPLEMENT BUS RAPID TRANSIT SERVICE ON E. LANCASTER (VEHICLES, STATIONS, MARKETING).**

Departmental Goal: **Provide rapid travel options**

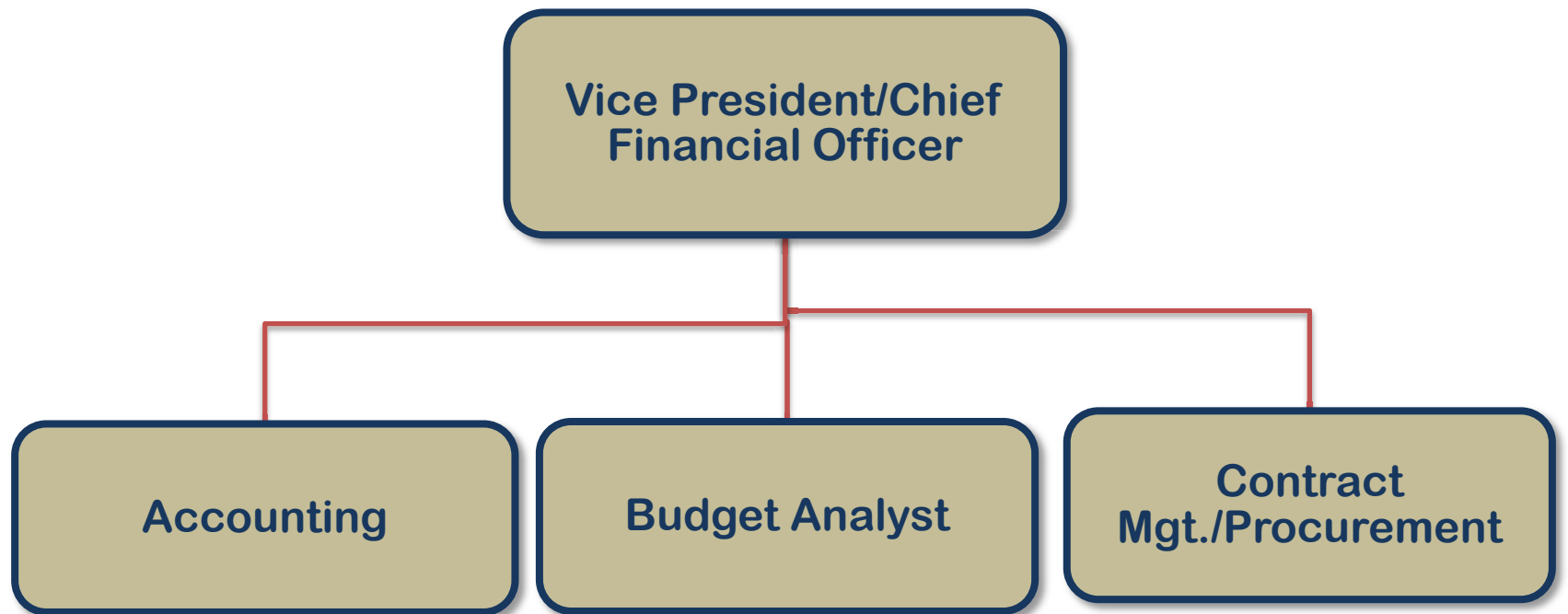
Departmental Project: Improve the efficiency and experience of bus travel resulting in increased ridership through the planning and building of a Bus Rapid Transit corridor on E. Lancaster. Complete the planning, design and begin construction of BRT service by end of FY2010. Work towards service implementation by FY2011.

Responsible: Planning

Coordinating Departments: Grants Administration, Operations, Marketing, Maintenance and Procurement.



Finance



(This page left intentionally blank.)

Departmental Summary

Department Finance, Accounting,
Budget & Procurement **Department Number** 0115,0130,0135

Department Summary of Purpose and Goals

Manage the finances of The T and provide financial guidance and procurement services to other departments.

Measurable Goals and Objectives

	<i>FY09 YTD 09/30/09</i>	<i>FY10 Budget</i>
Farebox Accuracy	.13%	+/- .5%
Prepare a Balanced Budget for fiscal 2011	N/A	09/30/10
Complete Fiscal 2010 Business Plan & Budget Book	N/A	11/10/09
Procure Articulated Buses	N/A	12/31/10
Ticket Vending Machine Installation by 03/31/09	N/A	03/31/10
Energy Efficiency Upgrades completion by 09/30/10	N/A	09/30/10



The T 2010 Business Plan **Finance** **Accounting/Budget & Procurement**

Manages the finances of The T and provides financial guidance and procurement services to other departments.

Organizational Goal: **BUILD ON THE T'S REPUTATION AS THE TRANSIT EXPERT FOR THE WESTERN SUB-REGION OF NORTH CENTRAL TEXAS.**

Departmental Goal: **Ensure productivity and accountability through internal and external reporting.**

Departmental Projects: Prepare a balance budget for fiscal 2011.

Daily monitoring of fare boxes to ensure greater accuracy.

Complete FY2010 Business Plan and Budget Book by November 10, 2009.

Review, evaluate and manage fiscal 2010 expenses monthly, in order to stay under budget.

Responsible: CFO and Accounting

Coordinating Departments: All Departments

Organizational Goal: **DELIVER BUS SERVICE MORE EFFICIENTLY BY BEEFING UP HEAVILY USED ROUTES AND CUTTING BACK NON-PERFORMING ROUTES.**

Departmental Goal: **Completion of cost saving projects.**

Departmental Projects: Complete the Energy Efficiency Upgrade Project by September 30, 2010.

Complete installation of the new Ticket Vending Machines by March 31, 2010.

Responsible: CFO and Accounting.

Coordinating Departments: Maintenance and Information Technology

Organizational Goal: **BE OPPORTUNISTIC – BUY LAND IN ADVANCE.**

Departmental Goal: **Capital Project Management**

Departmental Projects: Ensuring prompt capital project set-up and monitoring.
Contract Management and monitoring.
Prompt payments to vendors.

Responsible: Legal.

Coordinating Departments: Procurement, CFO and Accounting

Organizational Goal: **IMPLEMENT BRT SERVICE ON E. LANCASTER (VEHICLES, STATIONS, MARKETING).**

Departmental Goal: **Articulating Buses in service by December 31, 2009.**

Departmental Project: Ensure post award certifications meet the specifications of the contract.

Responsible: Planning and Operations.

Coordinating Departments: Maintenance, CFO and Accounting

Organizational Goal: **STRATEGIC PLANNING PROCESS FOR THE NEXT FIVE YEARS BY UTILIZING ADDITIONAL DEPARTMENTS FOR GOAL SETTING THAN PREVIOUSLY USED.**

Departmental Goal: **Develop contract administration to support the growth of the SW2NE Rail Project.**

Departmental Project: Procurement will monitor, oversee the bid process and review all progress payments on construction projects. Ensure that all payments are made within 30 days, unless otherwise stated in the contract and comply with all federal regulations, such as the Davis-Bacon Act.

Departmental Goal: **Effective utilization of projects.**

Departmental Project: Structure projects to ensure smooth transition from capital to fixed assets.

Responsible: Procurement, CFO, Accounting

Coordinating Departments: Procurement, CFO and Accounting

(This page left intentionally blank.)



FORT WORTH TRANSPORTATION AUTHORITY (THE T) Fiscal Year 2010

Budget Introduction

The adopted fiscal 2010 operating budget meets key financial standards established by The T's Board of Directors to ensure a sound financial future. Operating expenses included in the fiscal 2010 budget total \$63.1 million. The T budgeted no increase in its primary revenue source, sales tax revenue, based on the trends over the last few months. Management expects lower sales tax revenue in the first few months of the year followed by a gradual increase. Typically, sales tax revenue is based on a number of local economic and demographic trends, including employment, inflation, and population growth.

Fort Worth is The T's largest member city with a total population of approximately 700,000. It is also one of the fastest growing cities in the country, adding 16,000 residents last year. According to the Texas Workforce Commission, the unemployment rate in Fort Worth and The T's service area has increased from 5.0% in 2008 to 8.3% in August 2009. This is below the national unemployment average of 9.7%.

Fort Worth is the fifth-largest city in Texas and the seventeenth-largest city in the United States. Fort Worth covers nearly 300 square miles and is located in Tarrant County. Fort Worth's rapid growth is in part due to its warm climate and numerous business and employment opportunities. Some of the employment opportunities in Fort Worth are with companies like Lockheed Martin, AMR Corporation, XTO Energy and Chesapeake Energy. The city has the second largest cultural district of the Dallas-Fort Worth-Arlington metropolitan area (commonly known as The Metroplex). Fort Worth and the surrounding Metroplex area offer numerous business opportunities and a wide array of attractions.

The Downtown Fort Worth architecture is mainly known for its art deco style buildings. The Tarrant County Courthouse was created in the American Beaux Arts Design, which was modeled after the Texas Capital Building, and most buildings around Sundance Square have preserved their early 20th century facades. Sundance Square, located in the downtown area, was named after the infamous Sundance Kid. Sundance Square is a 35-block entertainment center in the heart of Fort Worth. It includes restaurants, museums, nightclubs, boutiques, live theaters, art galleries and movies.

In recent years, areas of Downtown Fort Worth have been immensely successful in attracting people back to the central city to live, work, play, shop and even learn. This downtown renaissance can be partially attributed to the authentic urban quality of these areas. The urban quality has been preserved in some buildings, streets, and corridors as along Main Street and in Sundance Square. It has also been recreated in places like Sundance East, Firestone and Hillside neighborhoods, Trinity Bluff, and along Houston and Throckmorton Streets.

Avenue of Light

As part of the Lancaster Corridor Project, the “Avenue of Light” was commissioned. Artist, Cliff Garten created six- stainless steel sculptures planted into the Lancaster Avenue median. The light sculptures are roughly 36’ high and form what seem to be countless steel disks that, like vertebrae, support on its ascent. City of Fort Worth Mayor Mike Moncrief called this —a new gateway to our great city”.

Downtown Fort Worth offers a sophisticated, fun and low maintenance lifestyle with easy access to restaurants, entertainment and events. Everyone from singles and young couples to retirees and empty nesters enjoy the convenience and excitement of living downtown.

Omni Hotel, Downtown Fort Worth

The newest addition to the downtown skyline is the completion of the Omni Hotel. It is located adjacent to the Fort Worth Convention Center and convenient to a host of restaurants, bars, shops and movies.

As part of the urban living concept, the Omni also has luxury condominiums for sale.



The T’s budget continues to recognize the importance of efficient service that meets the needs of our customers and community, while maintaining a balanced budget. Some of the principal issues facing The T are stagnant revenues coupled with rising cost and greater service demands. The price of fuel is always a concern in the transportation industry; although, it has stabilized somewhat over the last year.

The fiscal 2010 budget illustrates The T’s continuing work toward financial stability, while striving to achieve our strategic objectives. One of the primary objectives of the fiscal 2010 budget is to build reserves for future commuter rail expansion. Prioritizing other capital projects and limiting increases in operating expenses to critical services will help accomplish this goal.

The following is a description of The T’s accounting and budget process and system of controls.

Internal Control Structure

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

In developing and evaluating The T's accounting system, emphasis is placed 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 and the evaluation of costs and benefits requires estimates and judgments by management.

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

Description of Fund and Fund Type

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

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

Administration Departments

Operations Administration	MITS Administration
Maintenance Administration	Executive Administration
Facilities Maintenance	DBE
Marketing	TRE
Planning & Scheduling	Chief Financial Officer
Customer Relations	Project Management
Human Resources	
Risk Management	
Accounting	
Purchasing	
Information Systems	

Operating Departments:

MITS Vehicle
MITS Vehicle Maintenance
Revenue Vehicle Operations
Vehicle Maintenance

Grant Funded Departments

Vanpool
RTDM
Jobs Access Vanpool
Northeast Tarrant Transportation
Tarrant County Transit Services

Basis of Budgeting

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

Basis of Accounting

The T's accounting transactions and financial records are accounted for using the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized in the accounting period in which they are earned and expenses are recorded at the time liabilities are incurred. The T also follows generally accepted accounting principles (GAAP) in accounting for its activities and preparing its financial statements.

Financial Policies & Standards

The Board of Directors, to ensure a sound financial future, adopted the T's Financial Policies and Standards June 6, 2002. The proposed fiscal 2010 budget meets these standards:

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

Budgetary Controls

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

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

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

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

Guide for Development of the Operating Budget

The following table is a timeline of the development of the fiscal 2010 Operating and Capital Budget:

Budget Calendar

April 22	FY10 Budget Kick-Off The focus of this will be to communicate this year’s budget message and address any questions that may arise. The Budget Instruction Manual will be distributed and the FY10 Tracking Sheets emailed April 20.
April 23 - May 1	Departments Compose Proposed Budgets Debbie Dupre, the Budget Analyst, will meet with each department head to provide assistance (as needed) in developing his/her operating and capital budgets.
May 4	Departmental Operational Budgets due All departments submit FY09 re-estimates and requests for FY10, including improvement/reduction proposals.
May 8	Capital Budget Proposals due Departments submit requests for Capital Budget proposals both new and any project started in FY09 that won’t be finished until FY10.
May 8 – May 15	Departmental Operational Budgets due Meetings will be held with departments as needed.
June 18	Budget & Capital Committee Meeting
June 26	FY10 Board of Directors Planning Meetings
July 2	FY10 Staff Planning Meetings
July 16	Preliminary Budget adopted by Board of Directors
July 17	Business Plans due to Debbie Dupre
July 24	The preliminary adopted budget will be sent to the cities of Fort Worth, Blue Mound, Richland Hills and Grapevine for review.
September 17	Adoption of the FY10 Budget at the Board of Director’s meeting.
November 19	FY10 Business Plan and Annual Budget presented to the Board of Directors.

There are several short-term operational and financial policies of The T that guided the development of the fiscal 2010 operating budget. These include:

- Key goals of the organization will be implemented. This includes building on The T's reputation as the transit expert, delivering more efficient bus service, buying land in advance of our new rail project, progressing toward full funding for SW2NE project, completing preliminary engineering and implementing BRT service on East Lancaster, our heaviest route. During fiscal 2010, The T plans on updating its Strategic Plan as well. In addition ridership remains our highest priority.
- Debt will not be incurred to finance any operating expense or capital improvements.
- A one million dollar self-insurance reserve will be maintained.
- Transit fares, valid for Metroplex-wide travel, will match fares charged by DART in order to promote a seamless fare structure between the two authorities.
- Productivity of bus service will be improved to promote efficiency and compare more favorably to peer system averages on key performance measures.

Part of our management planning meeting was focused on determining our *weaknesses* and *threats* as well as our *strengths and opportunities*: Listed below are some of the threats:

- Declining sales tax base, due to weakened economy
- Unstable fuel prices
- Replacement of aging revenue vehicles
- Lack of parking/infrastructure
- Difficulty in obtaining federal earmark funding

Listed below are some of the "New Opportunities" for FY2010:

- Ability to respond to increased ridership, when fuel prices are high
- Increase new member cities (**by being flexible and creative**)
- Take full advantage of the green movement
- Wellness initiative for employees
- Travelers Aid kiosk located at the ITC

- Additional Federal & State funding opportunities
- New fleet options for MITS

Fiscal 2010 Budget Challenges

Some of the major issues that impacted the formulation of the FY10 Budget are:

- Sales tax revenue was \$1.3 million less than budget in fiscal 2009 and that trend is expected to continue. This trend resulted in an estimate of no growth for the fiscal 2010 sales tax revenue;
- Salaries and benefits will increase \$1.6 million or 5.2% even with a wage freeze for fiscal 2010. The largest contributor to this increase is higher group health insurance benefits. The T is paying for the entire premium increase in fiscal 2010;
- Service type expense that include purchased transportation, which is the cost of contractor provided trips, will increase \$1.6 million or 8.6% because of the anticipated increase in paratransit trips and an increase in contractors' trip charge; and
- Fuels and lubricants expense will increase \$0.3 million or 6.3% because of the anticipated increase in gasoline cost related to our vanpool service. Increases in fixed route and paratransit service will also increase fuel cost.

Operating Expenses

Salaries and fringe benefits are The T's largest expense category. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. The last three-year contract expired on September 30, 2009. As a result of the economic climate, they voted for a one-year extension to the current contract with no wage increase and a freeze in the employee's share of The T's group health insurance premiums. We anticipate the negotiations in the later part of fiscal 2010 will result in new three-year contract. The T extended the wage rate freeze to all employee groups.

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

The largest portion of the other expense categories is fuel and lubricants, which increased 6.3% in the fiscal 2010 budget from the fiscal 2009 actual amount. This increase is primarily due to expected increases in bus, MITS and vanpool service and higher gasoline prices. The majority of The T's fuel consumption is from natural gas as most of its buses are fueled by compressed natural gas (CNG). The T has a series of fixed price

natural gas agreements with the Texas General Land Office that will expire on September 30, 2011. These agreements will keep natural gas fuel prices stable into fiscal 2011.

Capital Expenditures

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

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

The T's capital budget for Fiscal 2010 is \$84.3 million. The projected capital expenditures for fiscal 2010 are \$33.4 million and The T's share, from local funds, is expected to be \$20.7 million. The remainder will come from federal grants.

There are several large non-routine capital expenditures for fiscal 2010:

- One of the projects is the ***Energy Efficiency Upgrades***. The T's anticipated cost for fiscal 2010 is \$2.8 million. This project is unique, in that it will be funded with a low interest loan from the state of Texas that will be repaid through the energy expense savings over a ten year period.
- The ***Fiscal 2010 Vehicle Procurement*** addresses The T's commitment to quality customer service and its increasing demand for service. We determined that there is a need to acquire eight 60-foot articulated CNG buses, 10 40-foot low floor CNG buses and five paratransit vehicles. The majority of this procurement will replace older buses; however, up to five will be used for system expansion. The budget for this procurement is \$12.0 million.
- This capital budget includes the procurement and overhaul of several TRE bi-level coaches and locomotives. In a joint procurement with DART, The T purchased four Bombardier bi-level coaches. We expect to take delivery of this vehicles in fiscal 2010. The TRE locomotives will have 15 year overhaul over the next couple of years. The first four were sent to the overhaul facility in late fiscal 2009.
- There are several projects in this capital budget for park and rides and transfer centers. The T is in various stages of acquiring land and developing sites for three park and rides lots. One will be on I-35 north of town. The other two will be in southwest Fort Worth. The transfer center will near Berry and 8th Avenue in Fort Worth.

These large non-routine capital expenditures are part of our annual long range planning process and our 2030 financial plan.

Procedure for Amending the Operating and Capital Budget

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

Operating Budget Summary

The Operating Budget Summary is a comprehensive overview of revenues, operating expenses, and capital project grant reimbursement revenues. It presents actual financial results for fiscal 2008, budget and forecast information for fiscal 2009 and budget for fiscal 2010. The “% diff” column represents the percent difference between the fiscal 2010 budget and the fiscal 2009 forecast results.

Operating Budget Summary

(Amounts in Thousands)

	FY 2008	FY 2009			FY 2010		
	Actual	Budget	Forecast	% Diff	Budget	Inc (Dec) * \$	%
Operating Revenues							
Fixed Route Fares	\$ 3,379	\$ 3,410	\$ 3,420	0.3%	\$ 3,432	\$ 12	0.4%
Para-transit Fares	916	971	929	-4.3%	991	62	6.7%
TRE Fares	1,155	1,240	980	-21.0%	1,165	185	18.9%
E-Pass Net	187	187	272	45.5%	299	27	9.9%
Other Operating	247	358	325	-9.2%	325	0	0.0%
Total Operating Revenue	5,884	6,166	5,926	-3.9%	6,212	286	4.8%
Other Revenues							
Sales Tax	49,052	48,914	47,671	-2.5%	47,660	(11)	0.0%
Investment	2,409	2,100	1,346	-35.9%	850	(496)	-36.8%
Advertising	379	400	200	-50.0%	350	150	75.0%
Operating Grants	12,990	13,684	13,684	0.0%	15,645	1,961	14.3%
Capital Grant Reimbursement	15,347	12,514	12,514	0.0%	12,624	110	0.9%
Contributions from Grapevine	7,910	8,567	7,458	-12.9%	7,144	(314)	-4.2%
Contributions from Partners	2,497	3,507	1,088	-69.0%	977	(111)	-10.2%
Miscellaneous	2,837	1,400	1,598	14.1%	584	(1,014)	-63.5%
Rental Income	969	910	818	-10.1%	826	8	1.0%
Total Other Revenue	94,390	91,996	86,377	-6.1%	86,660	283	0.3%
Total Revenue	100,274	98,162	92,303	-6.0%	92,872	569	0.6%
Operating Expenses							
Salary and Benefits	28,465	30,574	30,196	-1.2%	31,773	1,577	5.2%
Services	16,436	18,754	18,186	-3.0%	19,760	1,574	8.7%
Fuels and Lubricants	4,328	5,232	4,378	-16.3%	4,652	274	6.3%
Tires and Tubes	302	324	309	-4.6%	348	39	12.6%
Maintenance Materials	3,118	3,098	3,088	-0.3%	3,454	366	11.9%
Supplies and Materials	333	368	298	-19.0%	316	18	6.0%
Utilities	1,298	1,349	1,311	-2.8%	1,267	(44)	-3.4%
Insurance	19	393	374	-4.8%	386	12	3.2%
Taxes and Fees	90	98	98	0.0%	102	4	4.1%
Miscellaneous	876	1,047	1,322	26.3%	1,039	(283)	-21.4%
Total Operating Expenses	55,265	61,237	59,560	-2.7%	63,097	3,537	5.9%
Street Improvement Fees	136	121	121	0.0%	129	8	6.6%
Net Available for Capital Expenditures and Reserves	\$ 44,873	\$ 36,804	\$ 32,622	-11.4%	\$ 29,646	\$ (2,976)	-9.1%

* Note: This is the difference between the fiscal 2010 budget and the forecasted fiscal 2009 results.

The T's budgetary control includes departmental budget and monthly reviews of budget to actual reports by department heads. The following table is the fiscal 2010 budget with comparisons to fiscal 2009 budget and forecast and fiscal 2008 actual results.

Departmental Expense Budget

(amounts in thousands)

Department Name	Fiscal Years			
	Budget 2010	Budget 2009	Forecast 2009	Actual 2008
Operations Administration	\$ 1,667	\$ 1,596	\$ 1,626	\$ 1,565
Revenue Vehicle Operations	15,474	14,816	14,909	13,900
Maintenance Administration	838	794	827	879
Vehicle Maintenance	8,381	7,731	7,894	7,105
Facilities Maintenance	3,186	3,130	3,091	2,896
Marketing	1,372	1,372	1,382	1,366
Planning & Scheduling	350	328	346	272
Customer Relations	931	856	862	802
Human Resources	1,082	880	944	763
Risk Management	1,630	1,655	1,585	1,133
Accounting	1,000	927	935	925
Purchasing	290	259	257	247
Information Systems	1,376	1,343	1,379	1,232
MITS Administration	1,495	1,455	1,445	1,393
MITS Vehicle Operations	6,452	6,714	5,553	5,296
MITS Maintenance	1,316	1,319	1,215	1,380
Administration	2,464	2,258	2,527	2,251
DBE	41	74	149	37
TRE	9,581	9,581	9,462	8,420
Chief Financial Officer	287	303	266	217
Project Management	265	390	260	206
	59,478	57,781	56,914	52,285
<u>GRANT FUNDED</u>				
Vanpool	2,257	2,440	1,749	2,083
RTDM	202	190	188	178
JARC	336	-	-	-
TCTS	150	120	158	162
NETS	671	706	554	507
	3,616	3,456	2,649	2,930
Total Expense Budget	\$ 63,094	\$ 61,237	\$ 59,563	\$ 55,215

Service Revenues

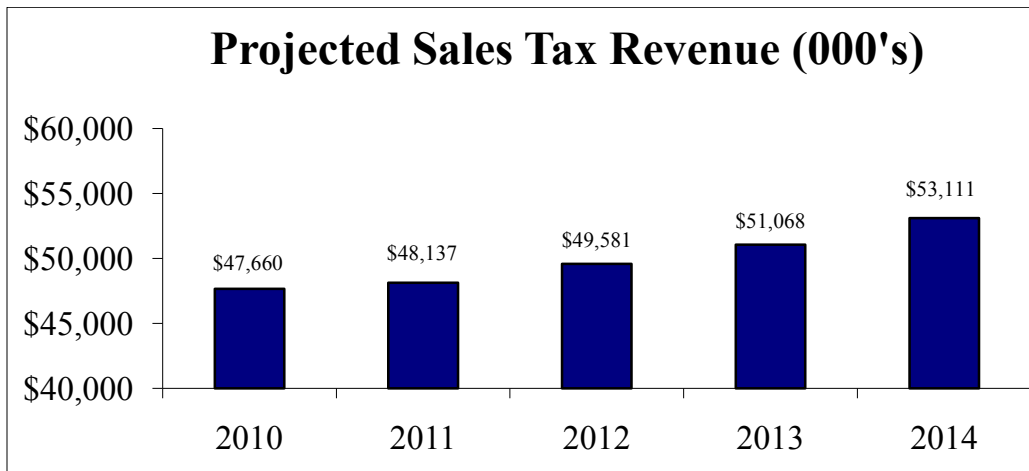
The T receives service revenues from various sources. The significant service revenue sources are as follows:

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

Other Operating Revenues

Sales tax and grant revenues are The T's main sources of revenue and represent approximately 66.1% and 21.7%, respectively, of The T's total operating revenue budget, which is total revenue less capital grant revenue and contributions from Grapevine and other partners. The fiscal 2010 budget also includes operating revenue from advertising, rental fees, investment earnings and miscellaneous. The fiscal 2010 sales tax was budgeted flat compared to the fiscal 2009 actual amount. The T's management considered the local economy, the local unemployment rate and the local sales tax trends when determining the sales tax budget.

This following chart represents the projected sales tax through fiscal year 2014:

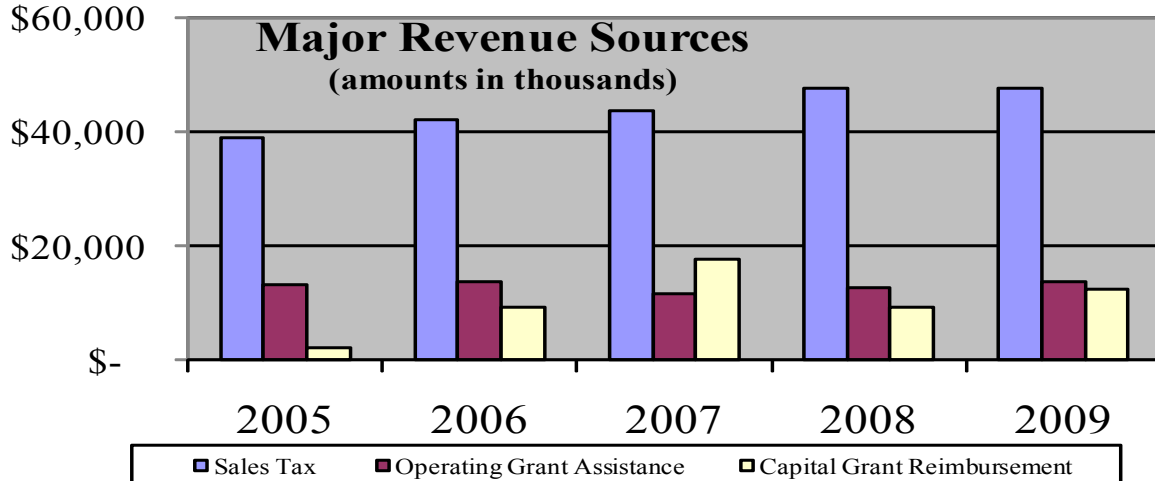


Fiscal 2010 capital grant reimbursement revenues are budgeted to remain approximately the same as in fiscal 2009. This is because federally funded capital expenditures are also expected to remain flat in fiscal 2010.

The Federal Transit Administration (FTA) formula grant represents a significant source of grant revenue that The T receives each year. Traffic and population density in the Fort Worth-Dallas Metroplex are used in the calculation that determines how much federal grant assistance is distributed to the transit authorities in this region. The North Central Texas Council of Governments (NCTCOG) then determines the split of the funds between Dallas Area Rapid Transit in Dallas, The T in Fort Worth and the Denton County Transit Authority. The T has some control over the manner in which these formula grant dollars are spent and management anticipates approximately \$14.1 million will be used for preventive maintenance costs and paratransit operations in fiscal 2010, which is a small increase from the fiscal 2009 forecasted amount.

Grants received from FTA are typically funded at 80% of the actual cost of the project up to the budgeted amount. The grantee is responsible for the remaining 20%. One of the criteria for receiving a FTA grant is the ability to generate enough funds from local sources pay the local match. In fiscal 2009, The T received a grant under the American Recovery and Reinvestment Act. This is a 100% grant, which means no local match is necessary. The T used approximately 50% of the \$20.0 million awarded in fiscal 2009 to fund preventative maintenance. The remaining \$10.0 million will be used in fiscal 2010 on the purchase of eight articulated buses, funding additional preventative maintenance on capital assets, the constructing a bus parking lot, and other smaller projects.

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



Revenue Type	Fiscal 2005	Fiscal 2006	Fiscal 2007	Fiscal 2008	Fiscal 2009
Sales Tax Revenue	\$ 38,853	\$ 42,009	\$ 43,767	\$ 47,489	\$ 47,671
Operating Grant Assistance	13,246	13,756	11,578	12,606	13,684
Capital Grant Reimbursement	2,326	9,330	17,658	9,394	12,514
Total:	\$ 54,425	\$ 65,095	\$ 73,003	\$ 69,489	\$ 73,869

Debt Administration

As of September 30, 2009, The T had the ability to incur debt with the approval of the voters within its service area; however, there has been no such vote and The T has not incurred any outstanding debt. If in the future The T requests voter approval for a debt offering, the legal debt limit will be established at that time. This debt position is the result of a conservative financial management policy, which seeks to avoid incurring debt or credit liabilities that extend beyond 30 days.

This policy is consistent with the promises made to the voters in the original service plan adopted in 1983. That plan states that The T will only issue bonds in accordance with its authorizing legislation. If bond issues are necessary, a public referendum will be held as required by this section of the law. In order to avoid the use of bonds, The T anticipates major financial needs and pays for them through continuing investment and by seeking all available federal grant funding.

Cash Management and Investments

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

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

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

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

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

Five-Year Financial Forecast

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

(amounts in thousands)	Forecast FY2009	Adopted Budget FY2010	Projected			
			FY2011	FY2012	FY2013	FY2014
Total Operating Revenues	\$ 77,441	\$ 72,627	\$ 73,496	\$ 75,552	\$ 78,104	\$ 81,116
Total Operating Expenses	58,009	63,097	65,046	67,761	80,317	86,879
Street Improvement Fees	121	129	132	136	140	145
Net Operating Surplus	19,311	9,401	8,318	7,655	(2,353)	(5,908)
Contribution from rail project partners	7,356	7,144	7,358	7,579	7,806	8,041
Increase in fund balance before capex	26,667	16,545	15,676	15,234	5,453	2,133
Beginning Fund Balance	73,899	91,989	85,510	65,935	44,957	7,729
Funds Available for Capital Expenditures	100,566	108,534	101,186	81,169	50,410	9,862
Capital Expenditures, net	8,103	22,652	11,059	12,672	9,486	4,221
Capital Expenditures Rail Expansion, net	474	372	24,192	23,540	33,195	-
Ending Funds Available for Capital	\$ 91,989	\$ 85,510	\$ 65,935	\$ 44,957	\$ 7,729	\$ 5,641

The following table represents the summary of budgeted positions for fiscal 2010 compared to actual positions for fiscal years 2009 and 2008. The positions represent full time equivalents.

Summary of Positions

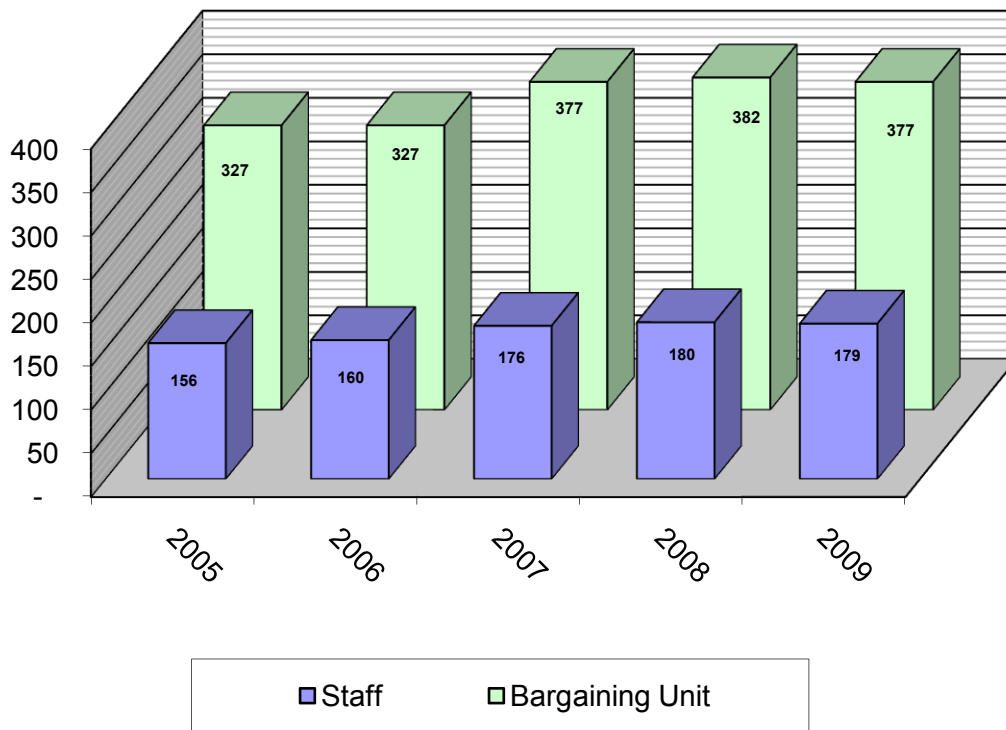
Fiscal Years	Actual 2008	Actual 2009	Budget 2010
Administration Departments:			
<u>Administration:</u>			
Executive Administration	12.0	12.0	12.0
Project Management	2.0	2.0	3.0
<u>Customer Relations</u>	18.5	17.5	18.5
<u>Finance:</u>			
Accounting	12.0	11.5	12.5
Procurement and Contract Admin	3.5	3.5	4.0
Chief Financial Officer	2.0	2.0	2.0
<u>Human Resources:</u>			
Human Resources	7.5	7.5	7.5
Risk Management	12.5	12.5	12.5
<u>Information Systems</u>	9.0	9.0	9.0
<u>Maintenance:</u>			
Maintenance Administration	10.0	10.0	11.0
Facilities Maintenance	30.0	30.0	32.0
<u>Marketing</u>	5.0	5.0	5.0
<u>MITTS Administration</u>	20.0	19.5	20.0
<u>Operations Administration</u>	18.5	18.5	18.5
<u>Planning</u>	4.0	4.0	4.0
<u>Trinity Railway Express</u>	3.0	3.0	3.0
Total Administration	169.5	167.5	174.5
Operating Departments:			
<u>MITTS:</u>			
MITTS Operations	44.0	41.0	50.0
MITTS Maintenance Vehicle	10.0	11.0	12.0
<u>Fixed Route Operations:</u>			
Bus Operations	208.5	216.0	225.0
Maintenance Vehicle	90.0	90.0	90.0
Total Operating	352.5	358.0	377.0
Total Administration and Operating			
Grant-funded Programs:			
<u>Vanpool</u>	2.0	3.0	3.0
<u>RTDM</u>	3.0	3.0	3.0
<u>Jobs Access</u>	-	-	-
<u>Tarrant County Transit Services</u>	-	-	-
<u>Northeast Transportation Service</u>	-	-	-
Total Grant Funded	5.0	6.0	6.0
Total	527.0	531.5	557.5

Discussion of Summary of Positions

The following is a summary of significant staffing changes in the fiscal year 2010 budget.

- ***MITS Operations and Bus Operations:*** The increase from fiscal 2009 actual to fiscal 2010 budget is the result unfilled fiscal 2009 budgeted positions as of September 30, 2009. We will be adding nine new positions for Bus Operations for fiscal 2010. These positions will be filled in the coming months to help minimize overtime costs.
- ***Project Management:*** There will be a Rail Project Manager position added during fiscal 2010. This position is necessary due to the construction of the new commuter rail line.
- ***Procurement and Contract Administration:*** There will be a part-time account clerk position, which will be turned into fulltime, due to an increase in procurement activity.
- ***Accounting & Customer Relations:*** The increase from 2009 actual to fiscal 2010 budget is the result of unfilled 2009 budgeted positions as of September 30, 2009.

Employment Levels - 5 Year Trend



Capital

The T's capital projects are partially funded with federal grants from the Federal Transit Administration. In fiscal 2010 certain capital projects will be funded with American Recovery and Reinvestment Act grants as well as federal grants. Other capital project funding comes from sales tax revenue, contributions from other entities and local fares. The T's capital budget for fiscal 2010 is \$84.3 million. The projected capital expenditures for fiscal 2010 are \$33.4 million and The T's share, from local funds, is expected to be \$20.7 million. Our federal capital grant reimbursement revenue is expected to be \$12.7 million.

The capital projects in the fiscal 2010 budget are summarized in the "Capital Budget" section. Capital investment for years beyond fiscal 2011 relate primarily to the Southwest to Northeast Rail Project (SW2NE), TRE improvements, replacement of aging buses, maintaining capital assets, and upgrading existing assets.

The most significant capital project for fiscal 2010 will be the completion of the Southwest-to-Northeast Environmental Impact Study (EIS) and Conceptual Design project. The SW2NE Land Acquisition project is for the purpose of purchasing various pieces of property along the proposed rail corridor. This land will be used for stations, parking or for future use along the proposed route.

Other capital projects included in the Annual Budget are:

- The ***Energy Efficiency Upgrades***. The T's anticipated cost for fiscal 2010 is \$2.8 million. This project is unique, in that it will be funded with a low interest loan that will be repaid through the energy savings over a ten year period.
- The ***Fiscal 2010 Vehicle Procurement*** addresses The T's commitment to quality customer service and its increasing demand for service. We determined that there is a need to acquire eight 60-foot articulated CNG buses, 10 40-foot low floor CNG buses and five paratransit vehicles. The majority of this procurement will replace older buses; however, up to five will be used for system expansion. The budget for this procurement is \$12.0 million.
- The procurement and overhaul of several TRE bi-level coaches and locomotives. In a joint procurement with DART, The T purchased four Bombardier bi-level coaches. We expect to take delivery of these vehicles in fiscal 2010. The TRE locomotives will have 15 year overhaul over the next couple of years. The first four were sent to the overhaul facility in late fiscal 2009.
- There are several projects in this capital budget for park and rides and transfer stations. The T is in various stages of acquiring land and developing sites for three park and rides lots. One will be on I-35 north of town. The other two will be in southwest Fort Worth. The transfer station will near Berry and 8th Avenue in Fort Worth.

These large non-routine capital expenditures are part of our annual long range planning process, and our 2030 financial plan.

The largest impact the capital program has on the operating budget is if we do not expend as much as projected. Therefore the federal reimbursements will be less, and our actual revenue for fiscal 2010 will be less than budget.



**FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2010
CAPITAL IMPROVEMENTS PROGRAM**

<i>(Amounts in Thousands)</i>	Total Budget	Federal Share	Other Share	Local Share
<u>Bus Maintenance</u>				
Energy Efficiency Upgrades	\$ 2,800	\$ -	\$ -	\$ 2,800
CNG Annex (Canopy with Gantry Crane)	400	400	-	-
<u>Trinity Railway Express / Other Rail</u>				
Southwest / Northeast EIS/PE	9,685	7,748	-	1,937
Southwest / Northeast Land Acquisitions - Various	6,500	-	-	6,500
Richland Hill Siding Improvements & Double Track	6,000	4,800	-	1,200
Bi-level Rolling Stock Procurement	5,000	-	-	5,000
TRE Train Set Phase I	2,415	1,000	-	1,415
TRE Station Improvements (ITC)	900	900	-	-
TRE PIS Upgrades	375	300	-	75
<u>Other</u>				
Hyde Park Transit Plaza - Construction	4,344	3,475	434	435
Bus Park & Ride / Transfer Center	5,000	-	-	5,001
Intelligent Transportation System	1,655	1,324	-	331
RH TRE Park & Ride Access and Parking Improvement	2,000	1,600	-	400
Enhanced Bus Corridor (includes Signal Priority)	1,416	1,133	-	283
Sierra Vista Transit Plaza	1,288	1,030	-	258
TVM Purchase	900	-	-	900
Downtown Passenger Shelters	850	680	-	170
North Fort Worth Park & Ride	834	666	-	167
Wellness Center	800	-	-	800
Summer Creek Park & Ride	1,251	-	-	1,251
Multi-Year Transportation Enhancements	420	336	-	84
ADA Accessible Bus Stops	395	316	-	79
Security System Upgrades - HRP Facilities	255	48	-	207
Ninth Street Improvements	188	-	-	188
Hurst Bell - Additional Parking Spaces	120	96	-	24
IT Support System Improvements	187	62	-	125
7th Street Landscape & Parking Lot Improvements	100	-	-	100
Computer Capital Lease	44	-	-	44
Fitness Center Equipment	7	-	-	7
Total FY09 Projects Carried Over to FY10	56,129	25,914	434	29,781



**FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2010
CAPITAL IMPROVEMENTS PROGRAM**

(Amounts in Thousands)

Total FY09 Projects Carried Over to FY10

Total Budget	Federal Share	Other Share	Local Share
56,129	25,914	434	29,781

FY 2010 "New" Capital Projects:

Bus Maintenance

FY10 Vehicle Procurement	12,000	11,048	-	952
FY10 Staff Vehicles	400	-	-	400
Capital Maintenance - T Facilities FY10	438	-	-	438
FY10 Miscellaneous Equipment & Repair	836	664	-	172
Parking Lot & Bus Lot Repairs - FY10	200	-	-	200
Maintenance Vehicles	165	-	-	165

Trinity Railway Express / Other Rail

Positive Train Control	4,750	-	-	4,750
TRE Capital Maintenance - FY10	3,000	704	-	2,296
Bi-level Overhaul	2,144	-	-	2,144
Locomotive Overhaul	2,120	-	-	2,120
CentrePort Station Ground Remediation	830	-	-	830
CentrePort Security Fencing	40	-	-	40

Other

Bus Parking, Lighting & Security - Upper El Paso	440	440	-	-
Lower El Paso St., Block 95, Parking, Lighting Security	450	-	-	450
ConAgra Land Acquisition & Parking Lot	200	-	-	200
Mobile Data Terminals	73	-	-	73
Fleetwatch Upgrade	25	-	-	25
UPS Replacement	45	-	-	45
Bus Bench Replacement	48	-	-	48
South Park & Ride Improvements	27	21	-	6
Network Security Upgrade	25	-	-	25

Total "New" FY10 Projects 28,256 12,877 - 15,379

Grand Total - All Projects

\$ 84,385 \$ 38,791 \$ 434 \$ 45,160

Project Title: Energy Efficiency Upgrades

Description of Project:

This project is necessary to improve the energy efficiency of The T's facilities. An energy consultant who will guarantee the energy savings identified in an energy audit will perform the work. The project can be financed through the Texas Energy Conservation Office and payments will be established based on expected savings. Most of the large cities and school districts in Texas have completed one or more of these projects. These projects typically save 10% to 20% of an entity's utility expense.

Total budget	\$ 2,800,000	Sales tax	\$ 2,800,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 2,800,000		

Operating budget effect:

Non-routine capital, projected savings of 10% to 20% off utility expense per year.

Project Title: CNG Annex – Cover with Gantry Crane

Description of Project:

Project provides for construction of a roof covering extending the length of the CNG engine and compressor annex with a Gantry crane installed. This will allow for removal of the enclosures for each individual unit and provide extra ventilation capacity to keep all units of the annex from overheating during the summer months.

Total budget	\$ 400,000	Sales tax	None
Prior Year Actual Expenses	22,750	Federal	\$ 400,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 377,250		

Operating budget effect:

Routine capital maintenance, local funding resulting in a system that operates in a better environment.

Project Title: SW2NE Environmental Impact Study (EIS) & Preliminary Engineering

Description of Project

This project is part of The T's Southwest to Northeast commuter rail expansion project. The EIS, which follows The T's completed SW2NE Alternative Analysis, is required by the National Environmental Policy Act of 1969. Conceptual design may be combined with this effort. The T is required to prepare detailed analysis of any capital project such as a proposed rail line that significantly affects the quality of the environment.

Schedule of project cost:		Source of funding:	
Total budget	\$ 9,685,000	Sales tax	\$ 1,937,000
Prior Year Actual Expenses	6,487,790	Federal	7,748,000
		Other	-
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 3,197,210		

Operating budget effect:

Non-routine capital expenditure for a proposed rail line, with federal, local and partner funding.

Project Title: SW2NE Land Acquisitions - Various

Description of Project

This project is necessary to have capital budget funding available for land acquisitions for the Southwest to Northeast rail corridor. Land acquisitions will primarily be used for rail stations and related parking at sites still to be determined.

Total budget	\$ 6,500,000	Sales tax	\$ 6,500,000
Prior Year Actual Expenses	78,490	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 6,421,510		

Operating budget effect:

Non-routine capital, various land purchases with federal, local and partner funding, no fiscal 2009 impact on the operating budget.

Project Title: Richland Hills Siding Improvements & Double Tracking

Description of Project:

This project is for double tracking and siding improvement on the TRE corridor between the Richland Hills Station to the Midway Road Bridge.

Schedule of project cost:		Source of funding:	
Total budget	\$ 6,000,000	Sales tax	\$ 1,200,000
Prior Year Actual Expenses	5,800,000	Federal	4,800,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 200		

Operating budget effect:

Non-routine capital expansion will provide greater efficiency for our trains with federal & local funds, and slightly higher maintenance costs.

Project Title: Bi-level Rolling Stock Procurement

Description of Project:

This project is for the purchase of four (4) bi-level coach cars from the Utah Transit Authority (UTA) options and Bombardier Transit Corporation. The T and DART will jointly purchase these bi-level coaches. This purchase will be funded with local dollars.

Total budget	\$ 5,000,000	Sales tax	\$ 5,000,000
Prior Year Actual Expenses	3,678,362	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 1,321,638		

Operating budget effect:

Non-routine capital, federal and local funding, annual track and rolling stock maintenance, no impact on the operating budget.

Project Title: TRE Train Set Phase I

Description of Project:

This project is for the purchase of one new bi-level coach, three bi-level cab cars and three locomotives. The project amount represents 10% of the total project cost and is The T's share of the federally required 20 percent local match. DART has the grant and will purchase the rolling stock.

Schedule of project cost:

Total budget	\$ 2,415,000	Sales tax	\$ 1,415,000
Prior Year Actual Expenses	1,200,000	Federal	1,000,000
		Other	None

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

Fiscal 2010	\$ 1,215,000
-------------	--------------

Operating budget effect:

Non-routine capital, local funding and minimal additional annual maintenance costs.

Project Title: TRE Station Improvements

Description of Project:

This project includes the Intermodal Transportation Center (ITC) platform improvements and powered rail switch of the Trinity Railway Express (TRE).

Total budget	\$ 900,000	Sales tax	None
Prior Year Actual Expenses	450,000	Federal	\$ 900,000
		Other	None

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

Fiscal 2010	\$ 450,000
-------------	------------

Operating budget effect:

Non-routine capital maintenance, local funds, minimal annual operating budget effect.

Project Title: TRE PIS Upgrades

Description of Project:

This project is to upgrade The T's TRE passenger information system (PIS). This upgrade is necessary to be compatible with DART's new PIS.

Schedule of project cost:		Source of funding:	
Total budget	\$ 375,000	Sales tax	\$ 75,000
Prior Year Actual Expenses	8,950	Federal	300,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2009	\$ 366,050		

Operating budget effect:

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

Project Title: Hyde Park Transit Plaza

Description of Project:

This project is a joint venture with the City of Fort Worth. It represents the cost to purchase property, design and construct a transfer center at Hyde Park. This transfer center will enhance customer comfort, provide convenient and safe transfer areas and have information displays to provide up-to-date vehicle and scheduling information. It is the redevelopment of the former library site at Ninth Street and Throckmorton Street.

Schedule of project cost:		Source of funding:	
Total budget	\$ 4,343,602	Sales tax	\$ 434,360
Prior Year Actual Expenses	2,781,266	Federal	3,474,882
		Other	434,360
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 1,562,336		

Operating budget effect:

Non-routine capital expenditure, federal, local and other funding sources will be used. No additional maintenance costs will be necessary in fiscal 2009.

Project Title: Bus Park & Ride / Transfer Center

Description of Project:

The project is for the purchase of land and construction of various Bus Park & Rides and Transfer Centers.

Schedule of project cost:		Source of funding:	
Total budget	\$ 5,000,000	Sales tax	\$ 5,000,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 5,000,000		

Operating budget effect:

Non- Routine capital, local funds, no additional operating budget impact for fiscal 2010.

Project Title: Intelligent Transportation Systems

Description of Project:

The Intelligent Transportation System includes cameras and digital video recorders. Phase II will also include automatic passenger counters. Mobile data terminals and global positioning capabilities will be linked to an integrated computer system. The camera system on The T's buses will add security and customer service to the system.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,655,407	Sales Tax	\$ 31,081
Prior Year Actual Expenses	1,396,376	Federal	1,324,326
		Other	
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 259,031		

Operating budget effect:

This is a non-routine capital project, with an additional annual service contract added into the operating budget. This also includes dedicated personnel during implementation. Both federal and local funds have been used.

Project Title: RH TRE Park & Ride Access and Parking Improvements

Description of Project:

This project is for the improvement of the TRE Richland Hills Station. It includes the purchase of land, the realignment of Burns Street, and additional parking. The project will reduce the traffic delays caused by cars exiting the TRE Richland Hills Station Parking Lot and will improve customer satisfaction.

Schedule of project cost:

Total budget	\$ 2,000,000	Sales tax	\$ 400,000
Prior Year Actual Expenses	122,794	Federal	1,600,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 1,877,206		

Operating budget effect:

This non-routine project will increase our customer satisfaction with no increase in our operating budget. It is funded with federal and local funds.

Project Title: Enhanced Bus Corridor (includes Signal Priority)

Description of Project:

The purpose of this project is to make improvements along The T's main bus routes. These improvements include upgraded shelters and lighting. It also includes advanced traffic signal technologies. Signal priority will improve our bus schedule adherence, reduce delays and improve transit efficiency. The initial focus will be on route 2. This route contains 26% of The T's total fixed bus ridership.

Schedule of project cost:

Total budget	\$ 1,415,699	Sales tax	\$ 283,140
Prior Year Actual Expenses	279,202	Federal	1,132,559
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 1,136,497		

Operating budget effect:

Non-routine project, financed with federal & local funds. There will no impact on the operating budget.

Project Title: Sierra Vista Transit Plaza

Description of Project:

This project is for a transfer center on the southeast side of our service area. It will be built in conjunction with a new housing and retail development in the area.

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,288,000	Sales tax	\$ 257,600
Prior Year Actual Expenses	24,295	Federal	1,030,400
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 1,263,705		

Operating budget effect:

Non-routine capital project, no increase to the operating budget with federal & local funds.

Project Title: TVM Purchase

Description of Project:

This project is for procurement and installation of ticket vending machines (TVM) along the TRE corridor. The existing TVM's are older technology and are expensive to maintain.

Schedule of project cost:		Source of funding:	
Total budget	\$ 900,000	Sales tax	\$ 900,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 900,000		

Operating budget effect:

Non-routine capital, federal & local funding, with no additional impact on the operating budget.

Project Title: Downtown Passenger Shelters

Description of Project:

This project is for the modernization of Houston and Throckmorton Streets bus shelters as well as other downtown locations.

Schedule of project cost:		Source of funding:	
Total budget	\$ 850,307	Sales tax	\$ 170,061
Prior Year Actual Expenses	700,000	Federal	680,246
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 150,307		

Operating budget effect:

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

Project Title: North Fort Worth Park & Ride

Description of Project:

This project is for the purchase of land and the design and construction of a Park & Ride in far north Fort Worth near the Alliance Corridor.

Schedule of project cost:		Source of funding:	
Total budget	\$ 834,000	Sales tax	\$ 166,800
Prior Year Actual Expenses	2,700	Federal	667,200
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 831,300		

Operating budget effect:

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

Project Title: Wellness Center

Description of Project:

This project is for the construction of a new wellness center building. The T's Wellness Center is dedicated to provide ongoing health promotion and fitness activities in order to increase the concept of healthy lifestyles and to implement these concepts to advance the wellness of our employees and to control rising healthcare costs. The existing operation is located in a temporary trailer on a lot west of the main HRP Complex and its 1750 square feet of space is inadequate to meet the utilization demands and to offer adequate health/fitness resources.

The new building will provide 3,500 square feet of floor space on one level, including locker and restrooms, office and janitorial space with an equipment exercise floor and a cardiac workout room.

Schedule of project cost:

Total budget	\$ 800,000	Sales tax	\$ 800,000
Prior Year Actual Expenses	200,000	Federal	None
		Other	None

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

Fiscal 2010	\$ 600,000
-------------	------------

Operating budget effect:

Non-routine capital project with local funding. The additional square feet will increase monthly utilities, which are included in the fiscal 2010 operating budget.

Project Title: Summer Creek Bus Park and Ride

Description of Project:

This project will consist of purchasing land and constructing a bus park and ride. It will serve customers from the southwest section of our service area.

Schedule of project cost:

Total budget	\$ 1,250,755	Source of funding:	
Prior Year Actual Expenses	750,755	Sales tax	\$ 1,250,755
		Federal	None
		Other	None

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

Fiscal 2010	\$ 500,000
-------------	------------

Operating budget effect:

Non-routine capital project with local funding. There will be an increase in daily maintenance, which is included in the operating budget.

Project Title: Multi-Year Transportation Enhancements (FY09-FY10)

Description of Project:

This project is for landscaping and various transit enhancements along our service routes.

Schedule of project cost:		Source of funding:	
Total budget	\$ 420,481	Sales tax	\$ 84,096
Prior Year Actual Expenses	None	Federal	336,385
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 420,481		

Operating budget effect:

Routine capital maintenance, federal and local funds, slight impact on the operating budget.

Project Title: ADA Accessible Bus Stops

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 395,000	Sales tax	\$ 79,000
Prior Year Actual Expenses	1,120	Federal	316,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 393,880		

Operating budget effect:

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

Project Title: Security System Upgrades – HRP Facilities

Description of Project:

This project is necessary to upgrade The T’s facility security. There is a need for additional cameras to support surveillance at the HRP and surrounding buildings and parking areas. Additionally, controlled accesses to certain areas, fence enhancement (to include razor-wire), increased lighting will be considered in the final design.

Schedule of project cost:		Source of funding:	
Total budget	\$ 255,000	Sales tax	\$ 207,000
Prior Year Actual Expenses	77,488	Federal	48,000
		Other	None

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

Operating budget effect:

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

Project Title: Ninth Street Improvements

Description of Project:

This project is a joint venture between The T and the City of Fort Worth (the “City”) for the construction of pedestrian improvements along the Ninth Street corridor between the ITC and the proposed Hyde Park Transfer Plaza. This beautification to the ITC’s “front door” includes reconstruction of the sidewalks and crosswalks with brick accents, street trees and tree grates, landscaping, irrigation systems, pedestrian lighting, pedestrian way finding signs, benches and trash receptacles. The City is the primary agent in this joint venture and the T will provide 50% of the local match. An Inter-local Agreement has been executed with the City.

Schedule of project cost:		Source of funding:	
Total budget	\$ 187,500	Sales tax	\$ 187,500
Prior Year Actual Expenses	41,303	Federal	None
		Other	None

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

Fiscal 2010	\$ 146,197
-------------	------------

Operating budget effect:

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

Project Title: Hurst Bell – Additional Parking Spaces

Description of Project:

This project is for additional parking at the TRE Hurst Bell Station. The additional parking will be built on existing TRE right-of-way. In addition to concrete and landscaping, the cost will include clearing the area and bringing in fill dirt to level out the property.

Total budget	\$	120,000	Sales tax	\$	24,000
Prior Year Actual Expenses		40,163	Federal		96,000
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2010	\$	79,837			

Operating budget effect:

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

Project Title: IT Support System Improvements

Description of Project:

This project is for the upgrade and/or replacement of IT managed systems to support functions throughout the company. Primary among these systems to be replaced are the phone line recording system (CallRex – approximately \$32,000) and the Help Desk ticketing/asset monitoring system (Triactive – approximately \$14,000). Software package (Blockbuster), providing enhanced scheduling and costing functionality for Operations, will be purchased and installed (approximately \$77,204). Other, smaller systems will be upgraded or replaced to improve functionality for a combined cost of \$14,000. Also included is \$50,000 for an interface between the ERP system (Ellipse) and our benefits provider, Benefit Harbor.

Schedule of project cost:		Source of funding:			
Total budget	\$	187,204	Sales tax	\$	125,441
Prior Year Actual Expenses			Federal		61,763
			Other		
Projected expenditures (What you expect to spend this year):					
Fiscal 2010	\$	187,204			

Operating budget effect:

This is routine capital, federal and local funds, an additional service contract is included in the operating budget.

Project Title: 7th Street Landscape and Parking Lot Improvements

Description of Project:

This project includes landscaping, lot resurfacing and re-striping at our lot on 7th and Spur 280. This will make our lot more useful for ITC overflow parking and more compatible with downtown development.

Schedule of project cost:		Source of funding:	
Total budget	\$ 100,000	Sales tax	\$ 100,000
Prior Year Actual Expenses	12,272	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 87,728		

Operating budget effect:

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

Project Title: Computer Lease Program

Description of Project:

This project is for the annual payments on our four-year computer lease program approved in fiscal 2008.

Schedule of project cost:		Source of funding:	
Total budget	\$ 44,080	Sales tax	\$ 44,080
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 22,040		
Fiscal 2011	\$ 22,040		

Operating budget effect:

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

Project Title: Fitness Center Equipment

Description of Project:

The project is for the purchase of new equipment for the Wellness Center. It includes flat screen Televisions, with surround a sound stereo system, a portable basketball goal/polymeric boxes and dumb bells.

Schedule of project cost:		Source of funding:	
Total budget	\$ 6,700	Sales tax	\$ 6,700
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 6,700		

Operating budget effect:

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

Project Title: FY10 Vehicle Procurement

Description of Project:

In order to address The T's commitment to quality customer service and its increasing demand for service, we determined that there is a need to acquire (10) 40' low floor CNG New Flyer Buses, (5) National Bus Sales, CNG MITS Buses and (8) 60' CNG Articulated Buses from North American Bus Industries (NABI). The majority of this procurement will replace older buses.

Schedule of project cost:		Source of funding:	
Total budget	\$ 12,000,000	Sales tax	\$ 952,000
Prior Year Actual Expenses	-	Federal	11,048,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 5,600,000		
Fiscal 2011	\$ 6,400,000		

Operating budget effect:

Non-routine capital funded with federal and local funds, for replacement buses and new service.

Project Title: FY10 Staff Vehicles

Description of Project:

This project is for the purchase of (8) eight ADA wheel chair accessible vans. These will be replacing existing vans that have reached their useful life.

Schedule of project cost:		Source of funding:	
Total budget	\$ 400,000	Sales tax	\$ 400,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 400,000		

Operating budget effect:

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

Project Title: FY10 Capital Maintenance – T Facilities

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 438,000	Sales tax	\$ 438,000
Prior Year Actual Expenses	125,000	Federal	400,400
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 313,000		

Operating budget effect:

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

Project Title: FY10 Miscellaneous Equipment & Repair

Description of Project:

This project is for the purchase of miscellaneous equipment and / or repair such as engines, air compressor, dump truck bed, sand spreader and the electronics shop expansion.

Schedule of project cost:		Source of funding:	
Total budget	\$ 835,900	Sales tax	\$ 172,000
Prior Year Actual Expenses	None	Federal	663,900
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 835,900		

Operating budget effect:

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

Project Title: Parking & Bus Lot Concrete/Asphalt Repairs – FY10

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 200,000	Sales tax	\$ 200,000
Prior Year Actual Expenses	-	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 200,000		

Operating budget effect:

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

Project Title: Maintenance Vehicles

Description of Project:

This project is for a replacement truck (#50), truck (#67) and a John Deere Gator.

Schedule of project cost:		Source of funding:	
Total budget	\$ 164,500	Sales tax	\$ 164,500
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 164,500		

Operating budget effect:

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

Project Title: Positive Train Control

Description of Project:

Positive Train Control (PTC) describes technology designed to automatically stop or slow a train before an accident occurs. The rail Safety Improvements Act of 2008 (RSLA) mandates that Positive Train Control (PTC) be installed on all rail main lines used to carry passengers or certain highly-hazardous materials by December 31, 2015.

Schedule of project cost:		Source of funding:	
Total budget	\$ 4,750,000	Sales tax	\$ 4,750,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 750,000		
Fiscal 2011	\$ 4,000,000		

Operating budget effect:

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

Project Title: TRE Capital Maintenance – FY10

Description of Project:

This project is for capital maintenance of the TRE assets. These costs are split evenly with DART. The amounts shown on this schedule are the T’s share. Specifically, the funds requested for fiscal 2010 will provide The T’s portion of the funds needed for the capital repair and maintenance on the TRE right-of-way and rolling stock.

Schedule of project cost:		Source of funding:	
Total budget	\$ 3,000,000	Sales tax	\$ 2,296,000
Prior Year Actual Expenses	None	Federal	704,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 3,000,000		

Operating budget effect:

Non-routine capital, local funds, needed for repair & maintenance on the TRE right-of-way and rolling stock, no impact on the operating budget.

Project Title: Bi-level Overhaul

Description of Project:

This project is for the half- life overhaul of ten (10) bi-level coaches and two (2) bi-level cab cars. These were part of the original set-up purchase of the TRE. The half-life overhaul will extend the useful life of these cars by 20-25 year.

Schedule of project cost:		Source of funding:	
Total budget	\$ 2,143,750	Sales tax	\$ 2,143,750
Prior Year Actual Expenses	-	Federal	
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 2,143,750		

Operating budget effect:

Routine capital maintenance, federal and local funds, no impact on the operating budget

Project Title: Locomotive Overhaul

Description of Project:

This project is for the overhaul of three (3) 1988 EMD F-59PH locomotives. This includes an upgrade to the Environmental Protection Agency (EPA's) tier 2 emission standards, new braking system, paint and body work, conversion to USA standard Head End Power (HEP) supply. In addition the contract also includes repainting and body work on two (2) TRE F-59PHI locomotives.

Total budget	\$ 2,120,000	Sales tax	\$ 2,120,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 2,120,000		

Operating budget effect:

Routine capital maintenance, federal and local funds, no impact on the operating budget

Project Title: CentrePort Station Ground Remediation

Description of Project:

This project will remedy a significant landslip adjacent to the newly constructed concrete drainage channel at CentrePort. The project involves the removal of approximately 10,000 cubic yards of disturbed material due to 7 inches of rain. The rain caused the hillside to slip and fracture a gas line. The fracture caused further land movement and now blocks the drainage channel. Also included is terracing the smooth face, installing French drains and resurfacing the area to a flatter grade. In addition, the gas line will have to be relocated.

Total budget	\$ 830,000	Sales tax	\$ 830,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 830,000		

Operating budget effect:

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

Project Title: CentrePort Security Fencing

Description of Project:

This project consists of security fencing for the immediate south side of the whole CentrePort Trinity Railway Express Station facility, including the channel.

Schedule of project cost:		Source of funding:	
Total budget	\$ 40,000	Sales tax	\$ 40,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 40,000		

Operating budget effect:

Routine capital maintenance, local funds, included in the operating budget.

Project Title: Bus Parking, Lighting & Security – Upper El Paso

Description of Project:

This project will provide expanded bus parking on the Upper El Paso lot. It will include concrete repair, improved lighting and security.

Schedule of project cost:		Source of funding:	
Total budget	\$ 440,000	Sales tax	None
Prior Year Actual Expenses	None	Federal	\$ 440,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 440,000		

Operating budget effect:

Routine capital maintenance, local funds, included in the operating budget.

Project Title: Lower El Paso St. Block 95, Parking, Lighting, Security

Description of Project:

This project will include concrete work, lighting, security cameras and fencing for a new bus parking lot located on Block 95, El Paso Street.

Total budget	\$	450,000	Sales tax	None
Prior Year Actual Expenses		None	Federal	None
			Other	None
Projected expenditures (What you expect to spend this year):				
Fiscal 2010	\$	450,000		

Operating budget effect:

Routine capital maintenance, local funds, included in the operating budget.

ConAgra Land Acquisition

Description of Project:

The project is for the purchase and construction of additional employee parking. This is a result of the proposed sale of The T's west employee parking lot.

Schedule of project cost:		Source of funding:			
Total budget	\$	200,000	Sales tax	\$	200,000
Prior Year Actual Expenses		56,000	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2010	\$	144,000			

Operating budget effect:

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

Mobile Data Terminals

Description of Project:

This project is for the purchase and installation of eighteen (18) contractor mobile data terminals. This service is necessary to connect to our Trapeze software and operate a daily trip schedule.

Schedule of project cost:		Source of funding:	
Total budget	\$ 73,000	Sales tax	None
Prior Year Actual Expenses	None	Federal	\$ 73,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 73,000		

Operating budget effect:

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

Fleetwatch Upgrade

Description of Project:

This project is for the upgrade of the hardware and software for the Fleetwatch system. The system is used to monitor fuel and oil consumption by The T's operational vehicle fleet.

Schedule of project cost:		Source of funding:	
Total budget	\$ 25,000	Sales tax	\$ 25,000
Prior Year Actual Expenses		Federal	
		Other	
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 25,000		

Operating budget effect:

This is a routine capital project, local funding, with an additional annual service contract added into the operating budget.

Project Title: UPS Replacement

Description of Project:

This project is for the replacement of the uninterruptible power system (UPS) for the HRP server room. The system is designed and sized to prevent systems in the server room from crashing in the event of a power outage. The UPS provides enough power for the servers to continue to operate during a short power outage and for an orderly shutdown of systems during a longer outage. The current system is nearing the end of its useful life and maintenance costs are rapidly escalating.

Schedule of project cost:		Source of funding:	
Total budget	\$ 45,000	Sales tax	\$ 45,000
Prior Year Actual Expenses		Federal	
		Other	
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 45,000		

Operating budget effect:

This is a routine capital project, local funding, with an additional annual service contract added into the operating budget.

Project Title: Bus Bench Replacement

Description of Project:

This project is for the replacement or repair of our existing bus benches, acquired from our advertising company.

Schedule of project cost:		Source of funding:	
Total budget	\$ 27,000	Sales tax	\$ 27,000
Prior Year Actual Expenses		Federal	
		Other	
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 27,000		

Operating budget effect:

This is a routine capital project, local funding, included in the capital budget.

Project Title: South Park & Ride Improvements

Description of Project:

This project is for more visible signage placed over the entrance to the facility. This will keep semi-trucks from overnight parking and will be more visible for our new and existing passengers.

Schedule of project cost:		Source of funding:	
Total budget	\$ 48,000	Sales tax	\$ 48,000
Prior Year Actual Expenses		Federal	
		Other	
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 48,000		

Operating budget effect:

This is a routine capital project, local funding, included in the capital budget.

Project Title: Network Security Upgrade

Description of Project:

This project is for the replacement and enhancement of the systems used to protect The T's network from external compromise via the Internet. This would include the replacement of the current systems used to filter spam from the incoming email, restrict access to the Internet and control external access via the Internet to our internal systems and resources.

Schedule of project cost:		Source of funding:	
Total budget	\$ 27,000	Sales tax	\$ 27,000
Prior Year Actual Expenses		Federal	
		Other	
Projected expenditures (What you expect to spend this year):			
Fiscal 2010	\$ 27,000		

Operating budget effect:

This is a routine capital project, local funding, included in the capital budget, with an additional annual contract.

(This page left intentionally blank.)

Glossary

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

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

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

Alight – To get off a transit vehicle.

Allocation – An administrative distribution of funds.

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

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

Board – To enter a transit vehicle.

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

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

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

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.

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

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.

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

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

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

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

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

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

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

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

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

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

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

Intermodal – Switching from one form of transportation to another.

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.

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.

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.

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

Service Area – A geographic area provided with transit service.

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

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

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

Vehicle Miles- Number of miles traveled by a vehicle.

Zone Fares – Different fares for different regions of service.

Transit Acronyms

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

ACD	Automatic Call Distributor
ADA	Americans with Disabilities Act
APTA	American Public Transportation Association
ARRA	American Recovery and Reinvestment Act
BNSF	Burlington Northern Santa Fe Railroad
BRT	Bus Rapid Transit
CBD	Central Business District
CIP	Capital Improvement Plan
CMAQ	Congestion Mitigation and Air Quality
CNG	Compressed Natural Gas
COG	Council of Governments (also NCTCOG)
DBE	Disadvantaged Business Enterprise
DART	Dallas Area Rapid Transit
ECA	Executive Committee Action (The T)
ETC	Employee Transportation Coordinator
FHWA	Federal Highway Administration
FRBS	Fixed Route Bus Service
FTA	Federal Transit Administration
FWTA	Fort Worth Transportation Authority
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
ILA	Interlocal Agreement
IR	Informal Report
ITC	Intermodal Transportation Center
MITS	Mobility Impaired Transportation Service
MITSAC	Mobility Impaired Transportation Service Advisory Committee
MPO	Metropolitan Planning Organization
MTA	Metropolitan Transit Agencies
NCTCOG	North Central Texas Council of Governments (also COG)
NETS	Northeast Transportation Service
NTC	North Texas Commission
RDC	Rail Diesel Cars
RTA	Regional Transportation Authority
RTDM	Regional Travel Demand Management
STP-MM	Surface Transportation Program – Metropolitan Mobility
SW2NE	Southwest - to- Northeast Rail Corridor
SWTA	Southwest Transit Association
TCTS	Tarrant County Transportation Service
TIP	Transportation Improvement Program
TOD	Transit Oriented Development
TRTC	Tarrant Regional Transportation Coalition
TRE	Trinity Railway Express

TTA	Texas Transit Association
TXDOT	Texas Department of Transportation
USDOT	United States Department of Transportation

Fort Worth Transportation Authority
Fare Structure
October 1, 2009

Bus / TRE Single Ride Fares:

Local Bus	\$1.50
TRE 1 Zone Service (Fort Worth to Centreport)	2.50
Regional (Fort Worth and Dallas)	3.75
*Reduced Local	.75
*Reduced Regional	.85

Day Pass Fares:

Local Day Pass (Fort Worth to CentrePort)	3.00
TRE 1 Zone (Fort Worth and Dallas)	5.00
Regional	7.50
*Reduced Local	1.50
*Reduced Regional	2.00

Weekly Pass:

Local	15.00
TRE 1 Zone	25.00
Regional	37.50
*Reduced Local	7.50
*Reduced Regional	9.00

Monthly Pass:

Local	50.00
TRE 1 Zone	75.00
Regional	105.00
*Reduced Local	25.00
*Reduced Regional	32.00

Para Transit:

MITTS Single Ride Fare	2.75
------------------------	------

Annual Employer Passes (Available only through employers)

Local E-Pass 1-49 employees	\$231.00
Local E-Pass 50-249 employees	202.00
Local E-Pass 250+ employees	144.00
Regional E-Pass 1-49 employees	404.00
Regional E-Pass 50-249 employees	346.00
Regional E-Pass 250+ employees	289.00

*Reduced fare is valid for persons over 65 years of age with a valid T photo card or a Medicare card, children 5-14 traveling with a parent or guardian, disabled persons with a valid T photo ID card and high school students with valid T photo ID card. This fare includes Fort Worth and Dallas bus and rail.

