



**BUSINESS PLAN
ANNUAL BUDGET
FY 2021**

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Fiscal 2021 Business Plan and Budget

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FISCAL 2021 BOARD OF DIRECTORS



Jeff Davis
Chairman



Tito Rodriguez
Vice Chairman



Ray Taylor
Secretary



Sylvia Alcala
Member



Teresa Ayala
Member



Stephen Baldwin
Member



Charles Edmonds
Member



Nicolo Genua
Member



Alan Hooks
Member



Benjamin Robertson
Member



Paul Slechta
Member

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January 2021

Board of Directors
Trinity Metro

As President and Chief Executive Officer, it is an honor to present Trinity Metro's fiscal year 2021 Business Plan and Annual Budget. Fiscal year 2020 was a unique year for the Authority and the entire world due to the impact of COVID-19. Despite all the hardships that have been caused by the global pandemic, we have maintained our service with minimal service reductions ensuring that thousands of riders have been able to connect to their jobs and other essential services.

Fiscal year 2020 was also filled with significant accomplishments. TEXRail celebrated its first anniversary, and we expanded our innovative "first mile/last mile" service known as Trinity Metro ZIPZONE in the Near Southside and the City of Crowley. Through public and private partnerships, Trinity Metro has provided this innovative solution to many of our riders who do not have a way to get from their bus stop/station to their final destination via on-demand rideshare services.

These service expansions show our dedication to providing efficient and cost-effective service throughout all areas of Tarrant County. We will continue to work on introducing service to other unserved or underserved areas. As our region continues to evolve, we must evolve with it. I know that we will continue to see great growth as we move into fiscal 2021.

Business Plan

The fiscal 2021 Business Plan was developed through a series of meetings, which included planning sessions with our executive team under the direction of the Board of Directors. During those sessions, priorities were outlined, which assisted us in the development of the fiscal 2021 goals. These goals provided the framework for the development of the fiscal 2021 budget. Department heads applied the goals to their areas and developed departmental business plans. The combination of the departmental business plans represents Trinity Metro's fiscal 2021 Business Plan, which drives the Annual Budget and formalizes Trinity Metro's vision for the year and beyond. This document outlines the fiscal year 2021 operating budget and planned capital expenditures, which will further enhance Trinity Metro's ability to provide efficient, reliable, and cost-effective transportation services.

Trinity Metro's primary focus is on enhancing service and providing connectivity while simplifying service to provide ease of use. In order to achieve this goal, Trinity Metro has partnered with the City of Fort Worth and is planning a redesign of its bus route system. We have completed the first three phases of the redesign project which were analyzing our current system, framing the new network's goals, and developing three options. We

will continue to reach out to the public as we refine our alternatives and plan on creating a final plan in fiscal 2021.

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

Operating Budget

The fiscal 2021 budget reflects the vision and strategic goals of Trinity Metro to provide effective and reliable multi-modal transportation to the citizens of Tarrant County. The Annual Budget converts the Business Plan's strategic goals into financial information that is measured during the year against actual results. These results are communicated monthly to our Board of Directors and other stakeholders, assuring we stay on target.

Trinity Metro's Board of Directors adopted the fiscal 2021 Annual Budget on September 28, 2020. The Annual Budget includes the Operating and Capital budgets. Total operating revenue is defined as all revenue except capital grant reimbursements. Operating revenue is budgeted at \$119.1 million. Sales tax and operating grant revenues are Trinity Metro's main sources of revenue representing approximately 53% and 36%, respectively, of the total operating revenue budget. The fiscal 2021 sales tax revenue budget was projected at a 30.0% reduction compared to fiscal 2019 actual results in order to provide a conservative foundation for the development of the fiscal 2021 budget. This was done in order to ensure that Trinity Metro can continue to operate even in the worst case scenario due to the pandemic. If sales tax collections were to come in more favorable than budget then Trinity Metro would use those funds towards the payment of its existing debt obligations.

Some of the major issues that impacted the formulation of the fiscal 2020 budget are operating expenses which are budgeted at \$125.8 million, an increase of \$16.0 million, or 14.6% over the FY2020 forecasted results. Some of the significant variances are as follows.

- New expenses for the TEXRail commuter rail of approximately \$4.0 million, due to the start of Positive Train Control operations and the purchase of capital spare parts;
- Expenses for Purchased Transportation are expected to increase by \$4.2 million due to increases in the TEXRail O&M contract and increases in contract costs for ZIPZONE services largely due to full years of revenue service for the Near Southside and Crowley ZIPZONES, a new ZIPZONE service in the City of Southlake anticipated to begin in the second quarter of FY2021, and switching over to a new provider for the Alliance ZIPZONE service;

- Casualty Insurance for Rail operations is anticipated to increase by \$2.5 million due to a new policy taking into effect in FY2021 and an estimated 5% increase in other existing policies;

Services are Trinity Metro's largest expense category at \$59.0 million which primarily consist of purchased transportation, including payments to third-party contractors. Third-party contractors operate Trinity Metro's commuter rail services and certain grant-funded programs. Additionally, Trinity Metro's paratransit service called Trinity Metro ACCESS contracts approximately 65% of its trips.

Salaries and benefits are Trinity Metro's second-largest expense category at \$48.3 million. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. The previous labor agreement expired on September 30, 2020, and a temporary agreement was reached for fiscal 2021 due to the uncertainty caused by the pandemic. This agreement is set to expire on September 30, 2021.

Insurance is Trinity Metro's third largest expense category at \$7.6 million, which is largely related to rail operations for the TEXRail commuter rail.

Capital Budget

Trinity Metro's total capital budget of approximately \$1.1 billion consists of all projects that we have identified and are able to estimate the cost, whether they are near completion or will be started at some future date. Trinity Metro's projected capital expenditures for fiscal 2021 are \$72.8 million; and Trinity Metro's share, from local funds, is expected to be \$36.6 million.

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

TEXRail is not the only project included in Trinity Metro's fiscal 2021 Business Plan. Some of the more significant projects are:

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

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

Sincerely,

A handwritten signature in blue ink that reads "Bob Baulsir". The signature is stylized and written in a cursive-like font.

Bob Baulsir

President & CEO

List of Principal Officials

Board of Directors

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

Sylvia Alcala
Teresa Ayala
Stephen Baldwin
Charles Edmonds
Nicolo Genua
Alan Hooks
Benjamin Robertson
Paul Slechta

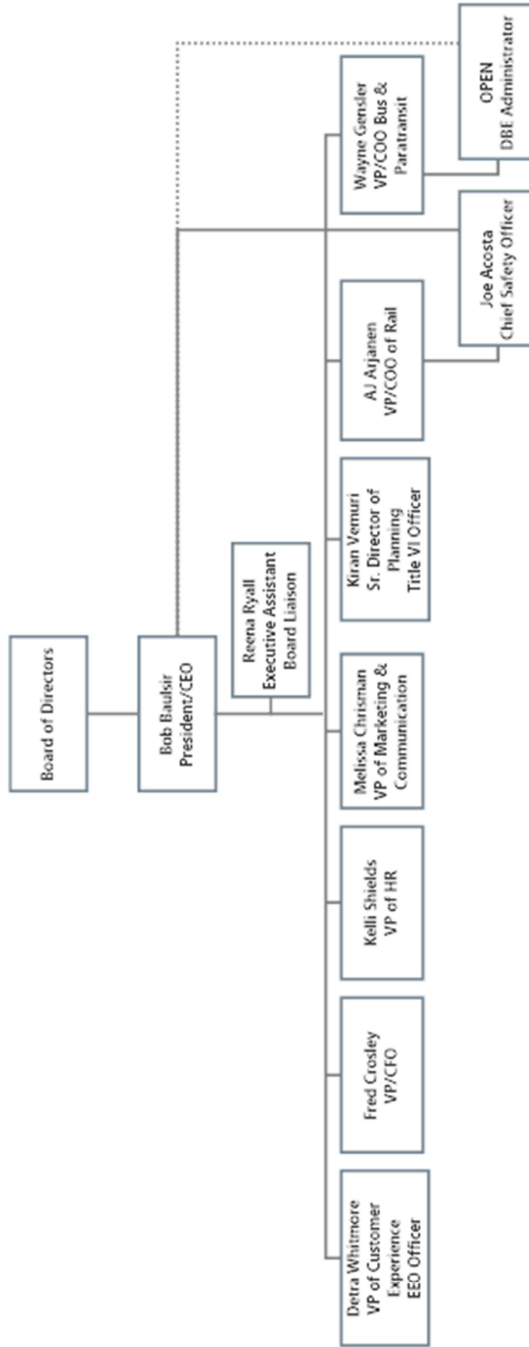
Administration

President & Chief Executive Officer	Bob Baulsir
Vice President/Chief Operating Officer of Bus and Paratransit	Wayne Gensler
Vice President/Chief Operating Officer of Rail	AJ Arjanen
Vice President/Chief Financial Officer	Fred Crosley
Vice President of Customer Experience	Detra Whitmore
Vice President of Human Resources	Kelli Shields
Vice President of Marketing and Communications	Melissa Chrisman
Deputy Chief Operating Officer of Rail	Reed Lanham
Chief Safety Officer	Joe Acosta
Senior Director of Information Technology	Bruce Lewis
Senior Director of Planning	Kiran Vemuri
Senior Director of Procurement and Facilities	Sherry Lee
Director of Contract Administration/Procurement	Vacant
Director of Communications	Laura Hanna
Director of Facilities Maintenance	Carrie Weir
Director of Governmental Affairs	Steve Montgomery
Director of Information Technology	Keith Kunkle
Director of Maintenance	Bill Lambert
Director of Marketing	Glenn Miller
Director of Paratransit & Contracted Services	Carla Forman
Director of Planning	Phil Dupler
Director of Risk & Claims	Inmon Wiley
Director of Security	Kevin Hunt
Director of Training	Forrest Worman
Controller	Amy Eaton

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ORGANIZATIONAL CHART



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Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Fort Worth Transportation Authority, Texas, for its Annual Budget for the fiscal year beginning October 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Fort Worth Transportation Authority

Texas

For the Fiscal Year Beginning

October 1, 2019

A handwritten signature in black ink that reads "Christopher P. Morill". The signature is written in a cursive style.

Executive Director

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TRINITY METRO MISSION STATEMENT

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

Company Goals

The fiscal 2021 Business Plan was developed through a series of meetings, which included planning sessions with our President/CEO and Senior Staff. During those sessions, priorities were outlined, which assisted us in the development of the fiscal 2021 short-term goals. These goals provided the framework for the development of the fiscal 2021 budget.

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

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

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

There are several short-term operation and financial policies of Trinity Metro that guided the development of the fiscal 2021 operating budget. These include:

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

FISCAL 2020 ACCOMPLISHMENTS

The following is a list of accomplishments achieved by Trinity Metro during fiscal 2019. This list represents the more significant accomplishments of the organization and it includes those which relate to Trinity Metro's mission statement and the expressed organizational goals which formed the basis of the Business Plan. It is important to understand the organization's most recent accomplishments, in order to gain an understanding of what needs to be accomplished in fiscal 2020 and beyond.

Major Accomplishments in Fiscal 2020

- First year anniversary of TEXRail revenue service
- Launched ZIZPONE service in the Near Southside
- Launched ZIZPONE in the city of Crowley
- Began study for Trinity Metro's bus route reorganization

Completion of Major Capital Projects in Fiscal 2020

- Completion of the Trinity River Bridge rehabilitation project
- Purchase of 10 new fixed route vehicles
- Installed plastic shields on fleet

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FISCAL 2020 BUSINESS PLAN INTRODUCTION

Overview

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

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

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

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

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

Trinity Metro’s Service Area

Demographics

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

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

Source: United States Census Bureau

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

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

Source: United States Census Bureau

(a) Includes persons reporting only one race

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

Economy

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

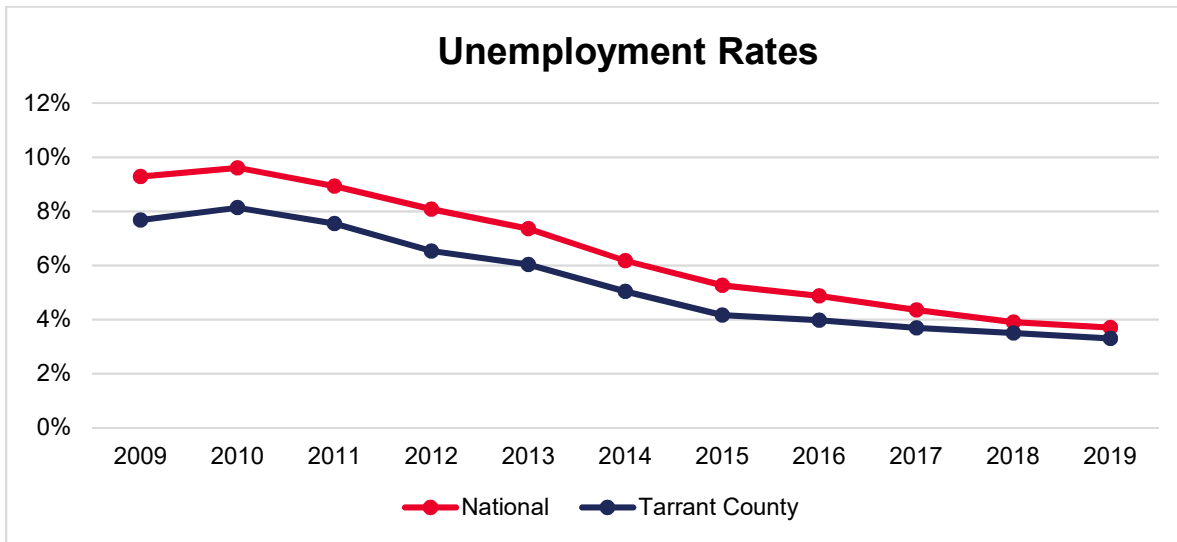
Employment in the region continues to be strong. According to the Bureau of Labor Statistics, local nonfarm employment rose 3.2% from August 2017 to August 2018, compared to the national increase of 1.7%.

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

Source: Fort Worth Chamber of Commerce - Economic Development

The national unemployment rate for September 2019 was 3.7%. The unemployment rate for Tarrant County was 3.3%. Due to low unemployment rates, many companies are struggling with labor shortages as they compete to attract workers. As a result, pay increases are rising and companies are increasing benefits. The following table below

shows a comparison of the national unemployment rate compared to the unemployment rate in Tarrant County.



	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
National	9.3%	9.6%	8.9%	8.1%	7.4%	6.2%	5.3%	4.9%	4.4%	3.9%	3.7%
Tarrant County	7.7%	8.1%	7.5%	6.5%	6.0%	5.0%	4.2%	4.0%	3.7%	3.5%	3.3%

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

Local History and Culture

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

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

Arts and Education

Tarrant County excels in the arts and education. Tarrant County is served by 20 independent school districts and is home to many institutions of higher learning. Fort

Worth is also home to many libraries, museums, and centers for the arts. Located west of downtown Fort Worth is the Cultural District, served by route 2, is home to many museums, restaurants, entertainment venues, and parks and trails.

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

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



Recreation

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

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

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



Trinity Metro's Services

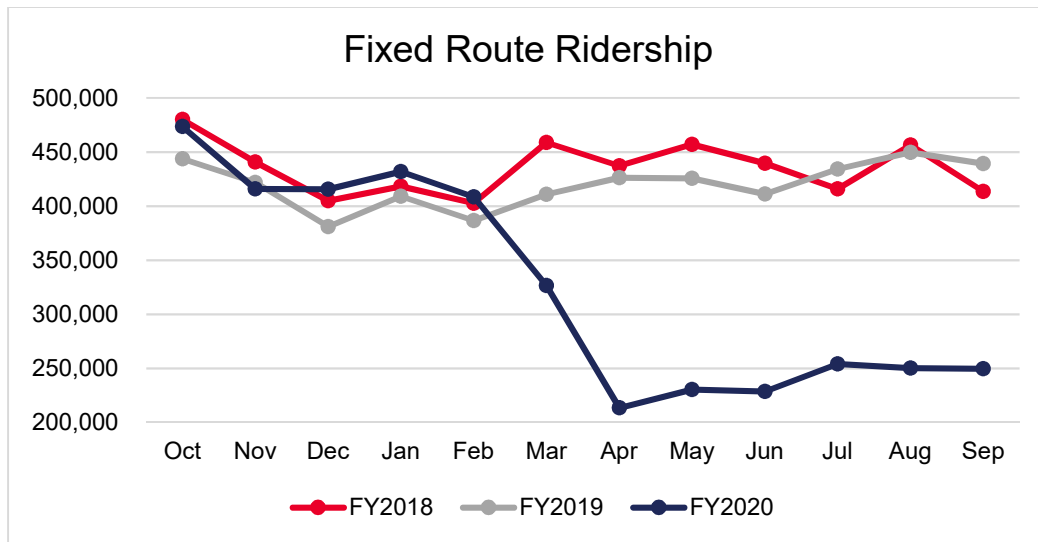
Fixed Route

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

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



In fiscal 2020, total fixed route ridership was 3,898,139. This was a 1,141,170, or 22.6% decrease from fiscal 2019.



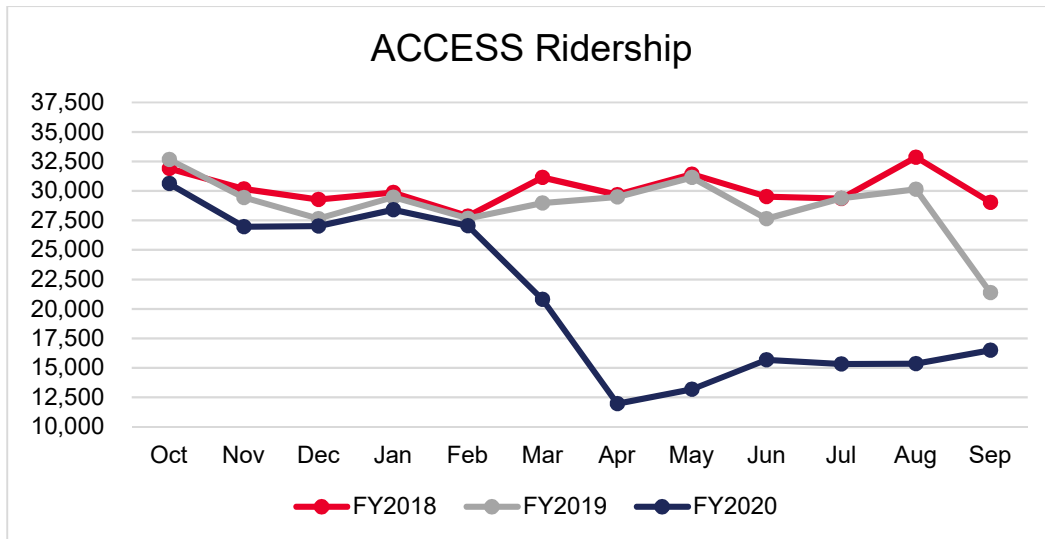
Trinity Metro ACCESS

Trinity Metro's ACCESS paratransit services, previously known as MITS, offers door-to-door transportation within the service areas of Fort Worth, Blue Mound and River Oaks for persons with a verified disability that prevents them from riding regular fixed route bus services. Approximately 65% of ACCESS trips are contracted through a third party.

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



In fiscal 2020, total ACCESS ridership was 248,851. This was a 96,092, or 27.9% decrease from fiscal 2019.



Trinity Railway Express (TRE)

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

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

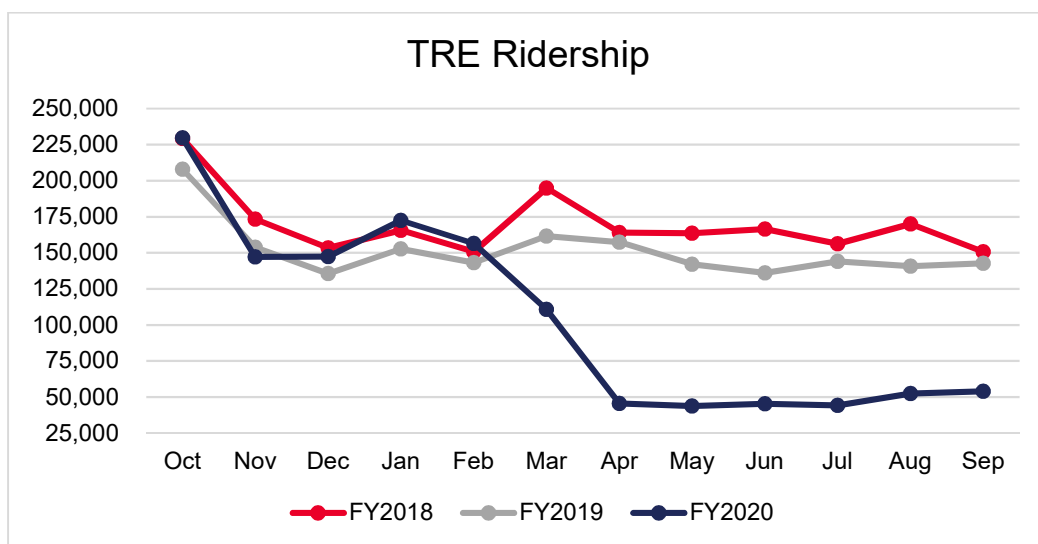
TRE has acquired and refurbished seven F-59 locomotives and twelve bi-level cars from Toronto, Canada's GO Transit. TRE has acquired two new F-59 PHI locomotives and 13 bi-level cars as ridership increased. The current fleet is 25 bi-level coaches and 9 locomotives.

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

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



In fiscal 2020, TRE boarding provided 1,249,485 passenger trips. This was a 568,892, or 31.3% decrease from fiscal 2019.



TEXRail

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

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

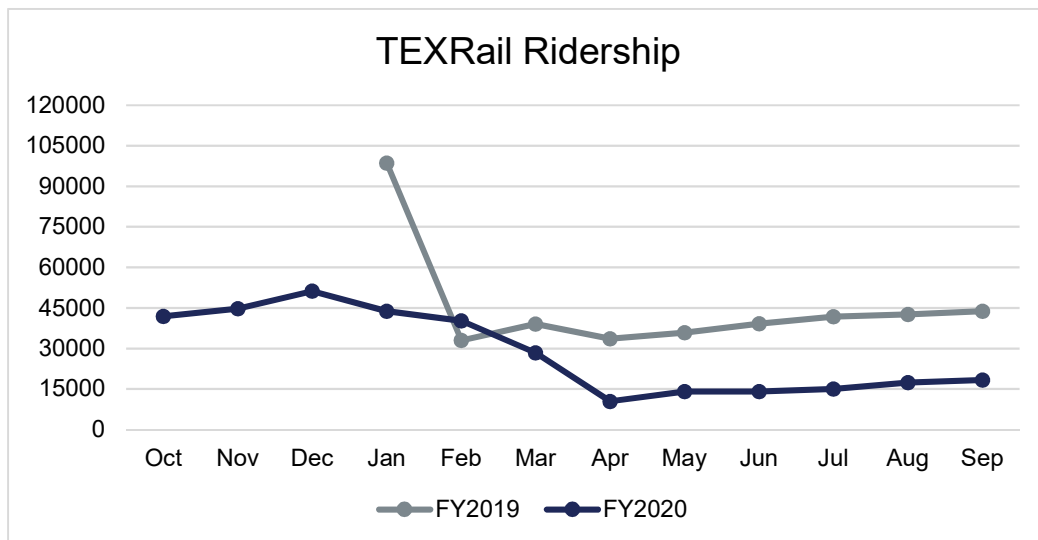
The TEXRail route follows existing rail lines from downtown Fort Worth, northeast through North Richland Hills to downtown Grapevine, and then into the north entrance of Dallas/Fort Worth (DFW) International Airport. Estimated travel time from T&P Station to DFW International Airport, Terminal B is approximately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

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

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



During TEXRail’s first month of service TEXRail offered free rides to provide the opportunity for the citizens of Tarrant County to ride the service causing an abnormally large ridership count. After the first month of free rides ridership stabilized and began to see steady increases month over month. Ridership began to decline in fiscal 2020 due to the COVID-19 pandemic.



Service Trends

Before the COVID-19 pandemic transit systems across the country had been seeing decreases in ridership, including Trinity Metro. Once COVID-19 arrived in Tarrant County and stay at home orders were issued Trinity Metro saw sharp decreases in ridership starting in February and reaching its lowest ridership levels in April. After April ridership has slowly started to increase. Due to uncertainty surrounding the pandemic Trinity Metro assumed ridership levels down 20% compared to fiscal 2019 levels when projecting ridership for the fiscal 2021 budget.

Trinity Metro Vanpool

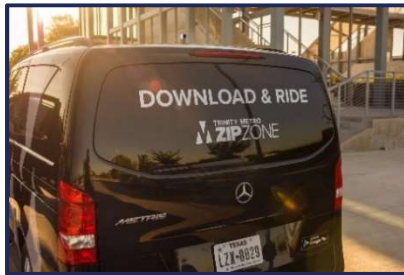
Another way Trinity Metro provides service outside its fixed route service area is through vanpools. Partially funded through federal grants, vanpools are established by working with employers and their employees.

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

Trinity Metro ZIPZONE

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

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



The Dash

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



NETS and TCTS

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

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

EasyRide Program

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

EasyRide Program

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

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

Employer Benefits

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

Employee Benefits

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

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

Companies	
1A Smart Start, LLC	Interstate Restoration
American Airlines	JP Morgan Chase
Arts Council of Fort Worth	JPS Health Network
Ashton Ft. Worth/Remington	Kelly Hart & Hallman LLP
AT&T	KPS Global
Bell Textron Inc.	Kroger (Tarrant Co.)
Ben E. Keith Company	Lockheed Martin (Beach Street)
Bingham Family Vineyards	Middlebrook/Goodspeed PLLC
Brown Dean Proctor & Howell, LLP (BDP&H)	MotivCare (formerly LogistiCare)
Cantey Hanger LLP	NBC 5/ KXAS TV
Center for Counseling & Family Relationships (R	Oak Hill Advisors LP
Center for Transforming Lives	Omni Fort Worth Hotel
City of Fort Worth	Oncor
City of Grapevine	PennyMac Loan Services
College of Healthcare Professions	Pointwise Inc.
DFW Hyatt Hotel	Presbyterian Night Shelter dba Clean Slate
DFW International Airport	Rogue Architects
Dialog Direct	Rotary Club of Fort Worth
Dickies Arena (Trail Drive Management Corp.)	Securities Exchange Commission (SEC)
Dos Molinas Mexican Restaurant	Sheraton Hotel (Downtown FW)
Federal Aviation Administration (FAA)	Sink or Swim Pool Service
Federal Transit Administration (FTA)	Star Telegram
First Presbyterian Church of Fort Worth	Surgical Group of North Texas
First American Payment Systems (FAPS)	Tarrant County College (faculty/staff
Fort Worth Club	Tarrant County Government
Fort Worth ISD	Tarrant County Homeless Coalition
Gaylord Texan Resort & Convention Center	Tarrant Transit Alliance (TTA)
GM Financial	Texas A&M University School of Law
Goodwill Industries of Fort Worth	The Saddler Group
Government Capital Corp.	The T-Shirt Guys
Hilton Fort Worth	TPG Global
HistoryMaker Homes	UMTH General Services LP
Holiday Inn Express (Aimbridge Hospitality)	Uno Chicago Bar and Grill
HUD (Dept. of Housing and Urban Development)	UNT Health Science Center
Huitt-Zollars, Inc.	XpresSpa
Ideal Impact, Inc.	XTO Energy

Business

Fiscal 2021 Disadvantaged Business Enterprise (DBE) Goals

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

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

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

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

Fiscal 2021 Federal Grants

Federal funding through grants administration finances a variety of projects that range from rail construction projects, Low or No Emissions bus capital, to express shuttle funding and bus transit enhancements. In fiscal 2020, Trinity Metro managed over \$453,000,000 in obligated funds. The Manager of Grants Administration at Trinity Metro is responsible for identifying funding for the capital budget, managing grant funds once received and monitoring the implementation and compliance of grant-funded programs at Trinity Metro. The following are the fiscal 2021 goals for the grants department:

- Procurement of environmentally friendly Low Emissions transit vehicles.
- Providing bus transit enhancements such as signage, annunciators, and public art around service area bus stops.
- Continued implementation of Tarrant County Transportation Services (TCTS) and Northeast Transportation Services (NETS) initiatives with partner agencies

Facilities

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

FWCS and is available to rent for meetings and conferences, with a maximum capacity of 170.

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

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

Trinity Metro operates transfer centers at three area malls. They are La Gran Plaza de Fort Worth at 1-35 South and Seminary Drive, Ridgmar Mall at I-30 and Green Oaks and Hulen Mall located at 1-20 and Hulen St. In addition, the Sierra Vista Transfer Center is located at 1500 E. Berry Street. These facilities provide outstanding passenger amenities, while efficiently transferring our customers to other parts of Trinity Metro's service area.

There are five TRE stations in Tarrant County:

- **Texas and Pacific (T&P) Station** at Lancaster and Throckmorton Streets. Wood Partners Group developed condominiums on the upper floors, above Trinity Metro's main waiting room. The waiting room is leased for weddings and large functions. Its classic art deco is a popular venue for various events.
- **Fort Worth Central Station (FWCS)** at 9th and Jones Streets. This station provides connections to Trinity Metro's bus routes and TEXRail.
- **Richland Hills Station** at Handley-Ederville Road and Highway 121. This station is set to close and will be replaced by the new Trinity Lakes station in December 2020.
- **Bell Station** at Bell Helicopter Boulevard of Highway 10. This station sits across from Bell Helicopter.
- **CentrePort/DFW Airport Station** off Highway 360 just south of Dallas/Fort Worth (DFW) Airport. This station has an expanded parking lot and shuttle service to DFW Airport. Trinity Metro provides service to CentrePort employers with route 30.

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

The other seven stations are as follows:

- **North Side Station** at 2829 Decatur Avenue. Which connects to the Historic Stockyards through routes 12 and 14.
- **Mercantile Center Station** at 4233 North Beach Street. which connects to Trinity Metro ZIPZONE in the Mercantile area.

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



Fort Worth Central Station (FWCS)

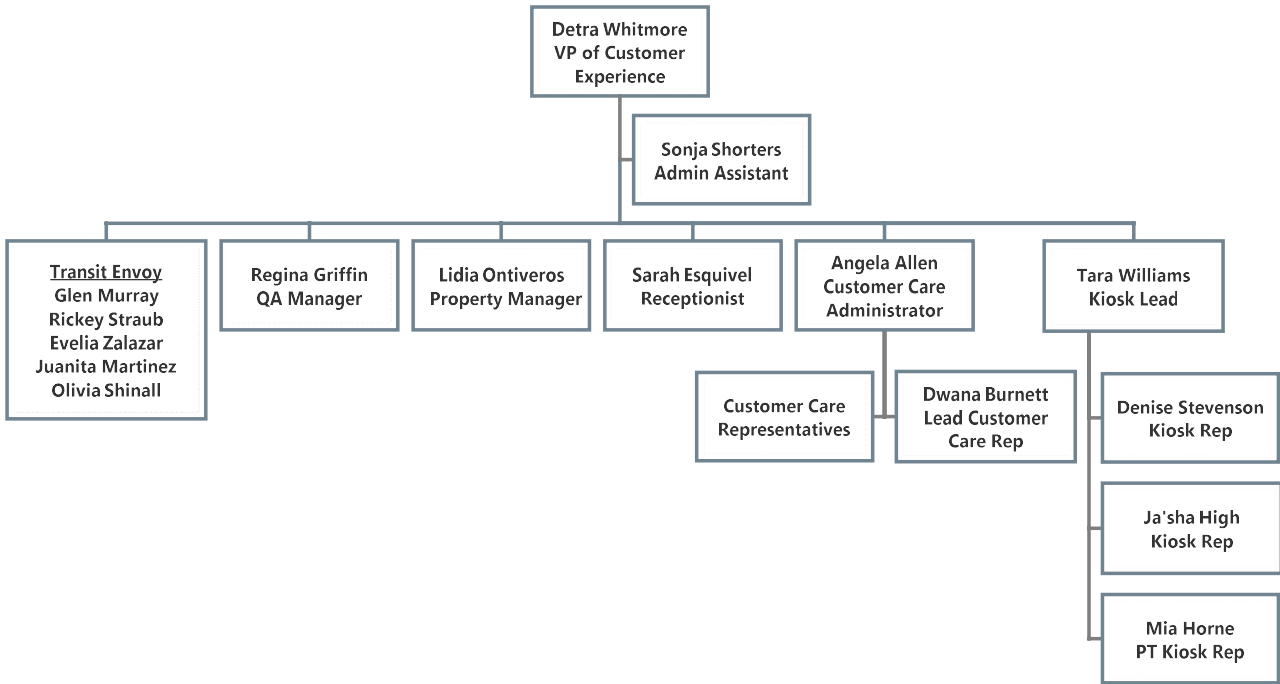


*Hershel R. Payne Transportation Complex
(HRP)*



Mahaffey Maintenance Facility (MMF)

Customer Relations



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Customer Relations

Functions and Responsibilities

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

FY2020 Accomplishments

- **Increase Support for Transit:**
 - Board Member and office on Fort Worth Metropolitan Black Chamber of Commerce Board of Directors.
 - Board Member of Southeast Fort Worth, Inc. Board of Directors.
 - Conducted 15 Transit 101 Presentations and participated in eight Career Day events at elementary and middle schools.
 - Conducted On-Board survey on 17 routes, obtaining feedback from \$1,700 passengers.

- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Conducted 40 travel training sessions to new residents of our service areas on how to ride Trinity Metro's transit system.
 - Delivered 119,818 Trinity Metro schedules and brochures of its services to community organizations, businesses, schools, and through individual requests.
 - Conducted initial surveys for the agency's transit redesign project.
 - Partnered with the City of Fort Worth in their Litter Stomp, litter-free program.
 - Trained 200+ Dallas-Fort Worth International Airport Ambassadors on our services.
 - Participated in the Feast of Sharing event with over 3,000 people attending.

- **Provide an Outstanding Customer Experience:**
 - Finished the fiscal year with 108 bus stops adopted, surpassing the goal of 20.
 - The Transit ENVOYs connected with nearing 5,000 customers throughout our service areas.
 - Provided customer service on rail platforms and at bus stops to nearly 5,000 customers.
 - Conducted On-Board survey on 17 routes, obtaining feedback from \$1,700 passengers.

- **Maintain Positive Organizational Culture:**
 - Presented customer service training to all newly hired employees.
 - Provided one-on-one customer service training to two employees.

FY2021 Planned Initiatives (Goals)

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

Customer Care

Functions and Responsibilities

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

FY2020 Accomplishments

- **Increase Support for Transit:**
 - Supported the implementation of new routes. The customer care team rode new routes within one month of implementation.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Answered all customer queries within three business days.
 - The customer care team received service updates at least one week before implementation.
- **Provide an Outstanding Customer Experience:**
 - 100% of staff completed their QAP bus ride at least once per month.
 - Online customer care training to help improve customer service skills.
 - Team members received pass/fail per testing on each block of training
 - An average call wait time of 1 minute or less.
- **Maintain Positive Organizational Culture:**
 - Celebrated the customer care team and their dedication during National Customer Service Week.
 - Recognized Customer Care representatives with Wow! Moment certificates for doing a great job.

FY2021 Planned Initiatives (Goals)

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

- The customer care team will receive service updates at least one week before implementation.
- The customer care team will receive route notifications as they occur.

- **Provide an Outstanding Customer Experience:**
 - 100% of staff to complete their QAP bus ride at least once per month.
 - Reduce customer complaints by 5%.
 - Increase commendations by 10%.
 - An average call wait time of 1 minute or less.
 - Create customer care training classes with Training and have 100% participation from Customer Care Team.
 - Quarterly meetings with the operations team to foster good communications between the teams, ensuring better customer experiences.

- **Maintain Positive Organizational Culture:**
 - One customer care employee to compete in the national call center challenge. Increase in customer service skills will result in a gradual decrease in complaints.
 - Celebrate the customer care team and their dedication during National Customer Service Week.
 - Encourage participation in the Call Center Challenge during our local Rodeo.

Vanpool

Functions and Responsibilities

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

FY2020 Accomplishments

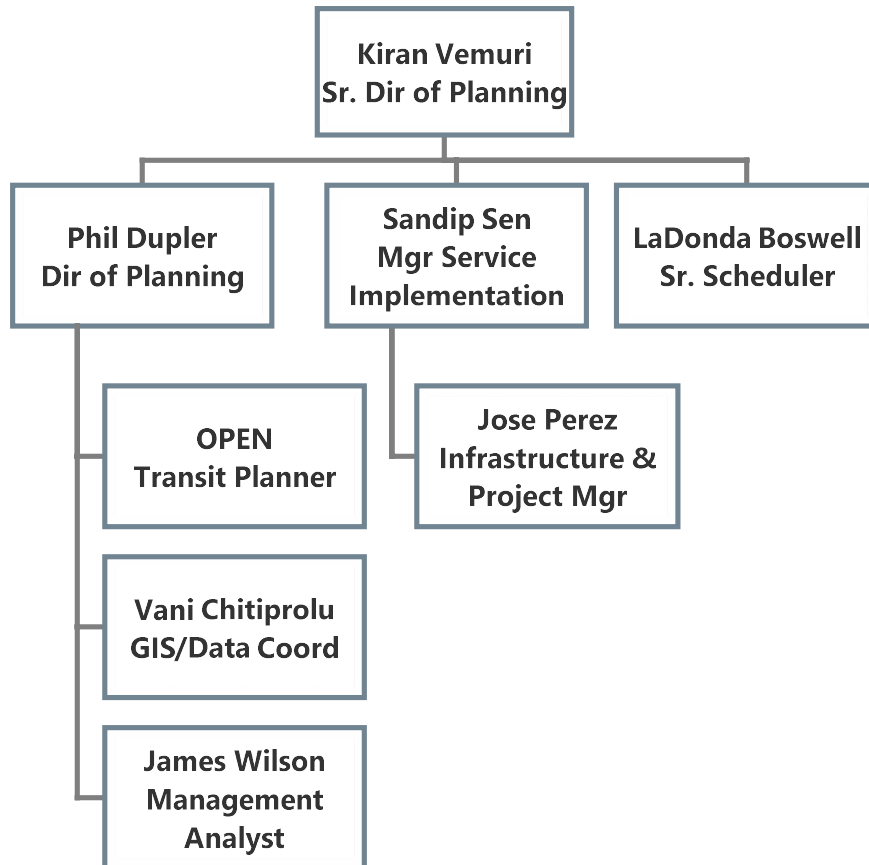
- **Increase Support for Transit:**
 - Over the course of the program during FY2020 we were able to increase our vanpool participation to eighty-five vans. Which is well over our 25% goals that we set. During the pandemic, we experience a decline in the vanpools due to employers requiring their employees to work from home. We ended the fiscal year with 68 active vanpools.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Attended 2 jobs.
 - Connected with hiring and workforce agencies to introduce Trinity Metro Van pool program.
- **Provide an Outstanding Customer Experience:**
 - Completed customer satisfaction survey with positive results.

FY2021 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Increase participation in the Trinity Metro vanpool program adding vanpool reaching 118 vanpools by the end of the fiscal year.
 - Work with the North Texas Council of Governments to create a regional vanpool program
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Continue to promote the Trinity Metro vanpool program by presenting the benefits of vanpooling at employer fairs at least six times during the year.
- **Provide an Outstanding Customer Experience:**
 - Maintain at least 118 total vanpools by the end of the fiscal year.
 - Maintain a vanpool capacity percentage of 75%.
 - Monitor the service provided by the new the contracted vanpool service provider by sending out a customer satisfaction survey to the vanpool drivers in regarding the new vanpool service provider by September 2021.

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Planning & Scheduling



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Planning & Scheduling

Functions and Responsibilities

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

FY2020 Accomplishments

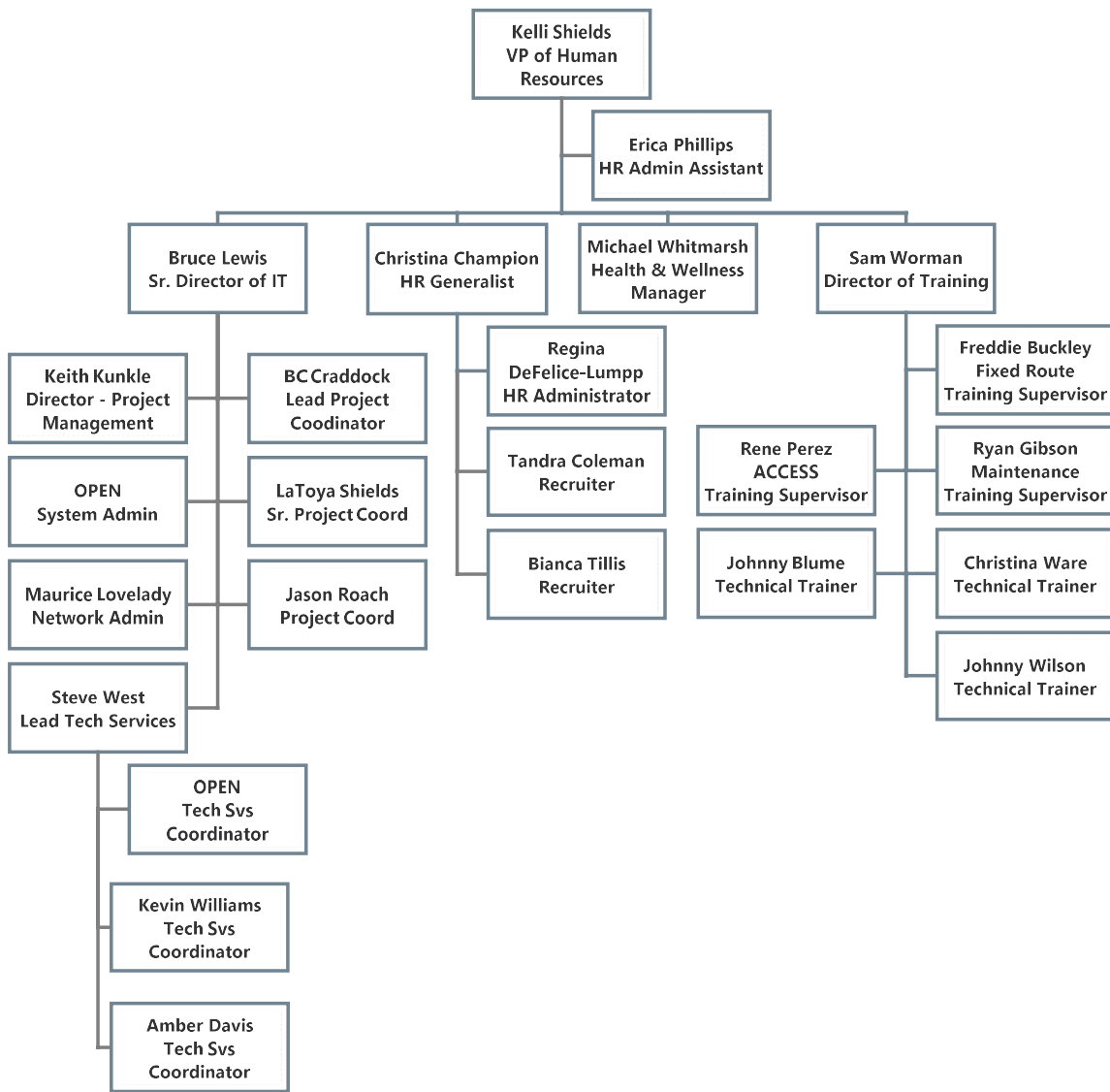
- **Educate the Community About the Benefits of Trinity Metro’s Services:**
 - Held public meetings on service changes.
- **Provide an Outstanding Customer Experience:**
 - Improved access to bus stops for disabled passengers by improving bus stops by the end of the year.
- **Maintain Positive Organizational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

FY2021 Planned Initiatives (Goals)

- **Educate the Community About the Benefits of Trinity Metro’s Services:**
 - Hold public meetings on service changes and the bus reorganization project.
- **Provide an Outstanding Customer Experience:**
 - Improved access to bus stops for disabled passengers by implementing a new bus route system through the bus route reorganization project
- **Maintain Positive Organizational Culture:**
 - Continue seeking feedback from the Route Monitoring Committee and Service Planning Committee by hosting six meetings throughout the year.

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Human Resources, IT & Training



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Human Resources & Training

Functions and Responsibilities

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

FY2020 Accomplishments

- **Increase Support for Transit:**
 - Continued partnerships with DART and DPS.
- **Educate the Community About the Benefits of Trinity Metro’s Services:**
 - Career fairs and employment opportunities.
- **Provide an Outstanding Customer Experience:**
 - Implemented on-site testing for CDL through DPS.
 - Developd and implement online assessments for Operators through the LMS.
 - Develop and implement one (1) online remedial training course.
 - Revise and expand the Operator Training Manual.
- **Maintain Positive Organizational Culture:**
 - 80% pass rate for training classes.
 - Decreased overall turnover by 5% by the end of the year.
 - Created a monthly wellness campaign.
 - Created and implemented an individualized remedial training class.
 - Trainers cross trained in ACCESS and or Fixed Route.
 - Rolled out and implemented Laserfiche project.
 - Rolled out and monitored Taleo Recruit process to hiring leader.
 - Quarterly audits of all contractor DOT files.
 - Created and rolled out a “New Hire Guide”.

FY2021 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Host three regional TSI courses.
 - Continued partnerships with DART and DPS.

- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Career fairs and employment opportunities.

- **Provide an Outstanding Customer Experience:**
 - Implement on-site testing for CDL through DPS.
 - Develop and implement online assessments for Operators through the LMS.
 - Develop and implement one (1) online remedial training course.
 - Revise and expand the Operator Training Manual.

- **Maintain Positive Organizational Culture:**
 - 80% pass rate for training classes.
 - Decrease overall turnover by 5% by the end of the year.
 - Create a monthly wellness campaign.
 - Increase participation in the Wellness program by 10% by the end of the year.
 - Trainers cross train in ACCESS and or Fixed Route.
 - Roll out and monitor Taleo Recruit process to hiring leader.
 - Quarterly audits of all contractor DOT files.

Information Technology

Functions and Responsibilities

Provide and support Information Technology/Service solutions.

FY2020 Accomplishments

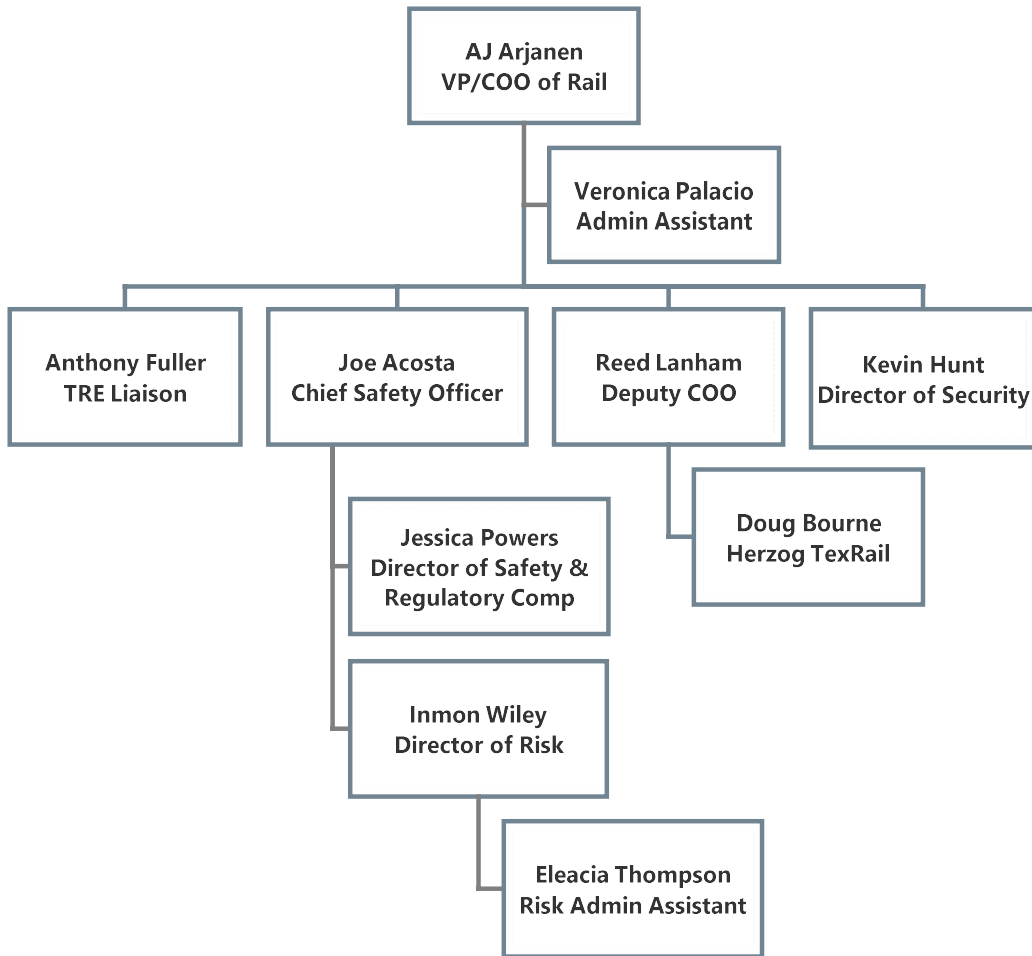
- **Provide an Outstanding Customer Experience:**
 - Application percent uptime exceeded goal of 97.80% every month with average of 99.14%.
 - Network uptime percent exceeded goal of 92.90% every month with average of 97.62%.
 - Tickets response time
 - Medium Importance – Goal 48 hours: Actual approximately 6 hours
 - High Importance – Goal 4 hours: Actual approximately 1 hour 34 min
 - Critical – Goal 1 hour: Actual approximately 37 minutes

FY2021 Planned Initiatives (Goals)

- **Provide an Outstanding Customer Experience:**
 - Application percent uptime at 97.80%.
 - Network uptime percent at 92.90%
 - Cybersecurity Efficiency at 99.97%
 - Tickets response time
 - Medium Importance – Goal 48 hours
 - High Importance – Goal 4 hours
 - Critical – Goal 1 hour

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Rail Operations



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TRE

Functions and Responsibilities

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

FY2020 Accomplishments

- **Provide an Outstanding Customer Experience:**
 - Despite the COVID-19 challenges, TRE staff rode trains and verified crewmembers were providing Five Star Customer Service to its customers. In addition, TRE staff performed a contractor audit of the operation to ensure all policies, procedures, rules, and requirements followed.
 - TRE staff worked with communications to revamp the TRE website to provide up to date and timely information concerning operational changes due to COVID-19.
 - TRE staff responded to and resolved customer complaints.
- **Maintain Positive Organizational Culture:**
 - Despite the COVID-19 challenges, TRE continued to hold morning meetings, PTC meetings, and OTP meetings to promote collaboration and teamwork. Also conducted teams meetings where possible to keep the staff engaged and informed of any issues or concerns.

FY2021 Planned Initiatives (Goals)

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

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TEXRail

Functions and Responsibilities

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

FY2020 Accomplishments

- **Increase Support for Transit:**
 - TEXRail staff met with business leaders to promote transit capabilities.
 - Promoted community events, such as the 2019 Tree Lighting ceremony, reachable by TEXRail with weekly social media posts.
 - Successfully collaborated with our marketing team to promote TEXRail as a safe and clean travel option for those utilizing TEXRail service for leisure and work purposes.

- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - TEXRail staff spoke at several local meetings about TEXRail and its benefits for the community, which resulted in approved awareness of our capabilities.
 - Leveraged social media platforms to build TEXRail goodwill through social media posts emphasizing the cleanliness and sanitization of TEXRail throughout the Covid-19 pandemic.

- **Provide an Outstanding Customer Experience:**
 - Despite the challenges brought forth by the COVI-19 pandemic, the team consistently rode trains, which further improved our public image, gained credibility, and ascertained crew and customer insights/concerns.
 - Provided a fast and efficient service for customers from downtown Fort Worth into DFW International airport by maintaining an on-time performance rate of 99.05%.

FY2021 Planned Initiatives (Goals)

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

- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - TEXRail staff will continue speaking at local meetings about TEXRail and its benefits for the community through monthly speaking engagements.

- Leverage social media platforms weekly to build TEXRail goodwill through weekly social media posts emphasizing TEXRail.
- **Provide an Outstanding Customer Experience:**
 - Weekly train rides to improve our public image, gain credibility, ascertain crew and customer insights/concerns.
 - Provide a fast and efficient service for customers from downtown Fort Worth into DFW International airport by maintaining an on-time performance rate of 97%.

Security

Functions and Responsibilities

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

FY2020 Accomplishments

- **Increase Support for Transit:**
 - Submitted requests for Proposal to Procurement, for approval, to begin capital improvement projects.
- **Provide an Outstanding Customer Experience:**
 - Implemented the mobile reporting application ELERTS notification system for customers to notify Trinity Metro of criminal/suspicious activity, safety issues & concerns, and other incidents at bus & rail stations and transfer centers.
- **Maintain Positive Organizational Culture:**
 - Implemented of a "Quality Assurance" system to facilitate active engagement with system modes of operation, creating a safe culture for employees.
 - Required 100% of security staff & Transit Officers to perform a minimum of (1) quality assurance check, when on-duty, providing feedback for employee follow-up.

FY2021 Planned Initiatives (Goals)

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

- **Educate the Community About the Benefits of Trinity Metro’s Services:**
 - Work with the Marketing department by volunteering for at least two outreach campaigns (State Fair and Main Streets Arts Festival) designed to promote Trinity Metro Services throughout Tarrant County.

- **Provide an Outstanding Customer Experience:**
 - Continue to promote the mobile reporting application ELERTS notification system for customers to notify Trinity Metro of criminal/suspicious activity, safety issues & concerns, and other incidents at bus & rail stations and transfer centers.

- **Maintain Positive Organizational Culture:**
 - Continue to maintain a “Quality Assurance” system to facilitate active engagement with system modes of operation, creating a safe culture for employees.
 - Require 100% of security staff & Transit Officers to perform a minimum of (1) quality assurance check, when on-duty, providing feedback for employee follow-up.

Risk & Claims

Functions and Responsibilities

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

FY2020 Accomplishments

- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Through hazard analysis and risk assessments, we will reduce incidents/collisions by 20%. This will help the community understand how we value their safety.
PREVENTABLE incident/collisions
FY19 116 total
FY20 103 total which is a **decrease of 11%**
 - Through hazard analysis and risk assessment, will reduce passenger injuries by 20%. This will in turn help the community understand how we value their safety.
Passenger Injuries
FY19 70 total
FY20 33 total which is a **decrease of 53%**
- **Provide an Outstanding Customer Experience:**
 - Will make a priority to investigate and settle claims in a precise and timely manner and keep liability claim costs below \$200,000. '
Claims paid FY20 \$151,983
 - Recover over 95% of subrogation claims pursued.
Subrogation Recovery for FY20 98%

FY2021 Planned Initiatives (Goals)

- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Through hazard analysis and risk assessments, we will reduce incidents/collisions by 20%. This will help the community understand how we value their safety.
 - Through hazard analysis and risk assessment, will reduce passenger injuries by 20%. This will in turn help the community understand how we value their safety.

- **Provide an Outstanding Customer Experience:**
 - Will make a priority to investigate and settle claims in a precise and timely manner and keep liability claim costs below \$200,000.
 - Recover over 95% of subrogation claims pursued.

Safety

Functions and Responsibilities

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

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

FY2020 Accomplishments

- **Increase Support for Transit:**
 - Safety Meetings are conducted monthly
 - Safety messages provided to daily or as deemed necessary via IMS messaging and/or e-mail to front line employees.
 - Safety Awareness programs as follows:
 - 100% Check Rides by Road Supervisors (every route every year)
 - Hazard Management Process Meetings are conducted monthly to address safety plan safety risk management
- **Provide an Outstanding Customer Experience:**
 - FY20 Goal for all Collisions - Fixed Route 1.22 (per 100K miles driven). Actual result was 1.82.
 - FY20 Goal for Preventable Major Collisions 0.40 (greater than \$1,000 dollars/tow/medical). Actual result 0.39
 - FY20 Goal for all collisions-ACCESS 0.45. Actual result was 1.02
 - FY20 Goal for Major Collisions 0.15 (greater than \$1,000 dollars/tow/medical attention). Actual result was 0.00

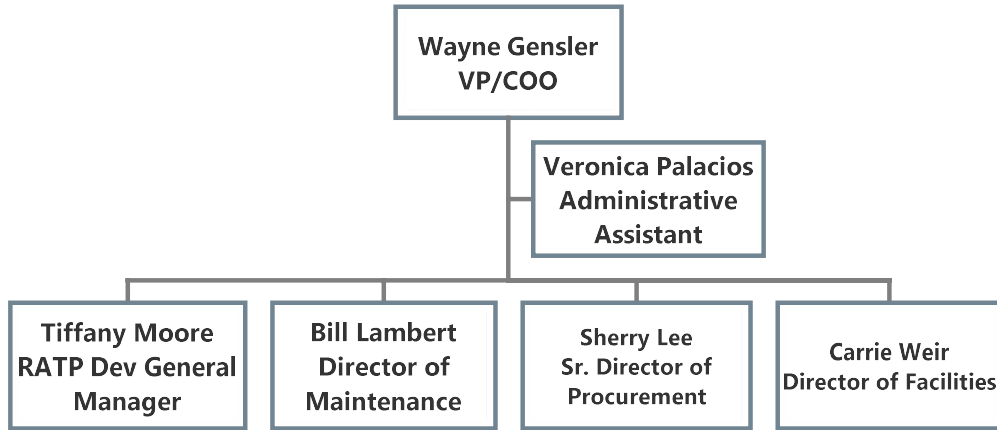
FY2021 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Safety Meetings to be conducted monthly.
 - Executive Safety Meeting to be held quarterly with inaugural meeting scheduled for January 18th of 2020
 - Safety messages provided to daily or as deemed necessary via IMS messaging and/or e-mail to front line employees.
 - Safety Awareness programs as follows:
 - 100% Check Rides by Road Supervisors (every route every year)

- Safety internal assessments will be conducted quarterly as is needed with inaugural internal safety assessment first quarter CY 2021
- Safety Blitz as needed targeting relevant issues resulting from internal assessments and/or trends or to be held Quarterly
- Hazard Management Process Meetings to be continued monthly to address safety plan referenced safety risk management

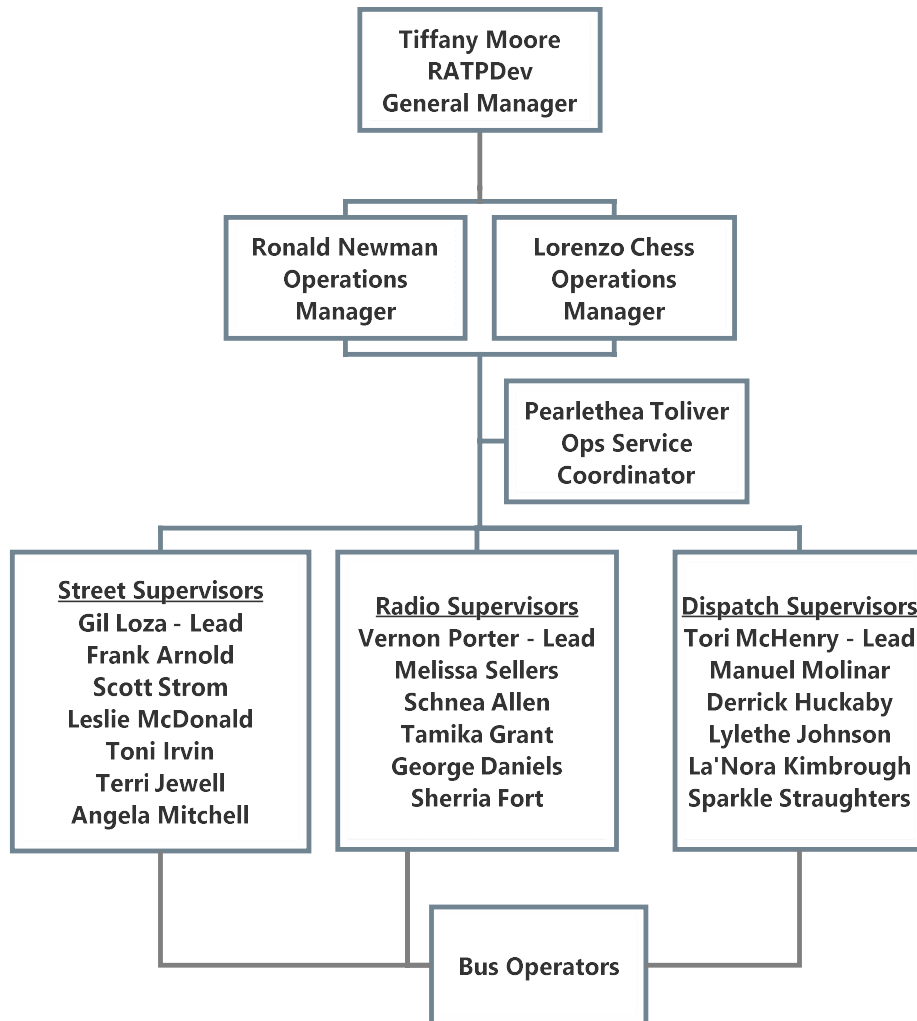
- **Provide an Outstanding Customer Experience:**
 - FY21 Goal for all Collisions - Fixed Route 1.71 (per 100K miles driven).
 - FY21 Goal for Preventable Major Collisions 0.39 (greater than \$1,000 dollars/tow/medical).
 - FY21 Goal for all collisions-ACCESS 0.75.
 - FY21 Goal for Major Collisions 0.15 (greater than \$1,000 dollars/tow/medical attention).

Operations



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Fixed Route Operations



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Fixed Route Operations

Functions and Responsibilities

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

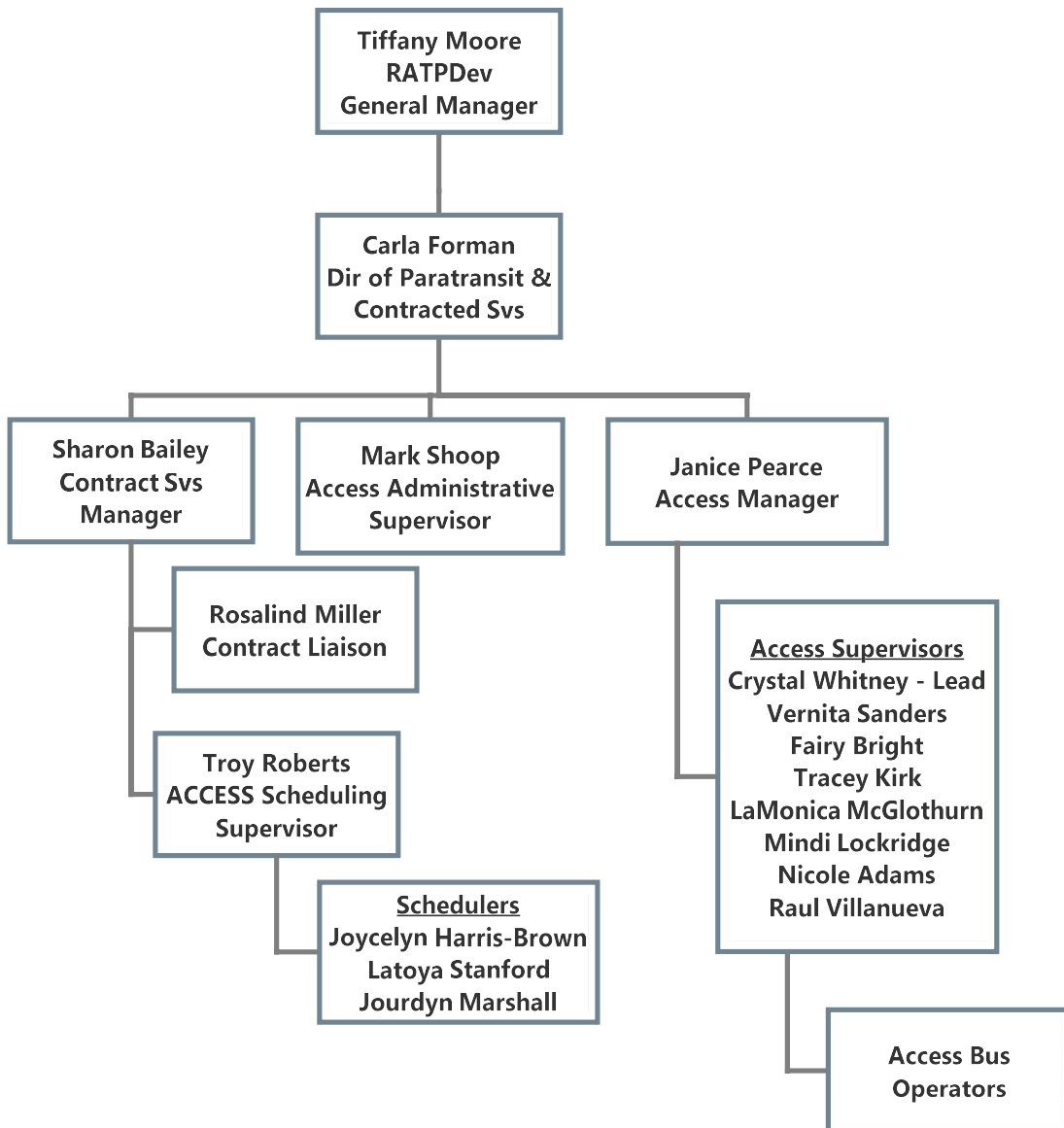
FY2020 Accomplishments

- **Provide an Outstanding Customer Experience**
 - Street Supervisors successfully completed (5) monthly vehicle inspections.
 - Street Supervisors successfully completed (100) monthly adherence checks.
 - Street Supervisors successfully completed (5) monthly QAP ride checks with their operators.
 - Weekly review of Pull-Out OTP and the availability of units to assigning blocks helps assist the company in making sure we are delivering quality service. The monthly goal is 95% or higher for late pullouts off the lot each month.
 - October – 95.27%
 - November - 95.07%
 - December - 94.90%
 - January – 95.68%
 - February – 96.30%
 - March – 96.20%
 - April – 96.66%
 - May -96.32%
 - June – 95.67%
 - July – 95.35%
 - August – 95.75%
 - September – 95.07
 - Monthly review of on-time performance scheduled between 8 and 10 minutes. We currently measure between 0 and 10 minutes and monthly on-time percentage and goal of 88% was exceeded with a 90% on-time percentage maintained throughout the year.
- **Maintain Positive Organizational Culture**
 - Maintained Employee Morale, Trust, Job Satisfaction & Employee Loyalty at 90% or higher each month during the fiscal year.

FY2021 Planned Initiatives (Goals)

- **Provide an Outstanding Customer Experience**
 - Street Supervisors are required to successfully complete (15) monthly vehicle inspections.
 - Street Supervisors are required to successfully complete (100) monthly adherence checks.
 - Street Supervisors are required to successfully complete (5) monthly QAP ride checks with their operators.
 - Weekly review of Pull-Out OTP and the availability of units to assigning blocks helps assist the company in making sure we are delivering quality service. The monthly goal is 95% or higher for late pullouts off the lot each month.
 - Monthly review of on-time performance scheduled between 8 and 10 minutes. We currently measure between 0 and 10 minutes and monthly on-time percentage goal is 88%.
- **Maintain Positive Organizational Culture**
 - Employee Morale, Trust, Job Satisfaction & Employee Loyalty has a goal of 90% each month.

ACCESS Operations



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Trinity Metro ACCESS

Functions and Responsibilities

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

FY2020 Accomplishments

- **Provide an Outstanding Customer Experience**
 - The goal to fully implement the Trapeze Interactive Voice Response (IVR) system which would allow passengers to schedule, cancel, and confirm trips and allow the system will also provide call outs to passengers to remind them about next day scheduled trips and to alert them about imminent arrival on the service the day by April 1, 2020 was put on hold until an updated map is installed which will occur after the upcoming Trapeze version upgrade.
 - Goal to implement same day batching to improve the productivity of ACCESS runs by March 1, 2020 was dismissed due to a Trapeze operational audit conducted by Trapeze which recommended not performing same day batching.
 - Awarded a new contract for the ACCESS supplemental service provider and have the new provider in place by October 1, 2019.
 - Annual recurrent training to all ACCESS operators and staff by September 2020 goal was postponed due to COVID-19 and anticipated to start in January 2021.
 - Goal to maintain two passengers per hour was put on hold due to the number of passengers in a van at one time is limited due to the social distancing requirements for COVID-19..
 - Goal to maintain an on-time performance of 88% was met with the last half of the year having achieved an on-time performance of 96%.
 - Goal to maintain an excessive trip length of 3% was met.
 - Maintained preventable collisions per 100,000 miles of 0.0 compared to the goal of 0.5.

- **Maintain Positive Organizational Culture**
 - Kept staff informed of company developments through monthly staff meetings.
 - Hosted employee appreciation days throughout the year.

FY2021 Planned Initiatives (Goals)

- **Increase Support for Transit**
 - Continue to meet with the various entities that serve persons with disabilities to share information about ACCESS, TRE, and TEXRail with at least four meetings throughout the year.

- **Provide an Outstanding Customer Experience**
 - Provide annual recurrent training to all ACCESS operators and staff by September 2021.
 - Maintain two passengers per hour.
 - Maintain an on-time performance of 91%.
 - Maintain an excessive trip length of 3%.
 - Maintain preventable collisions per 100,000 miles of 0.5.

- **Maintain Positive Organizational Culture**
 - Keep staff informed of company developments through monthly staff meetings.
 - Host quarterly employee appreciation days.

NETS & TCTS

Functions and Responsibilities

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

FY2020 Accomplishments

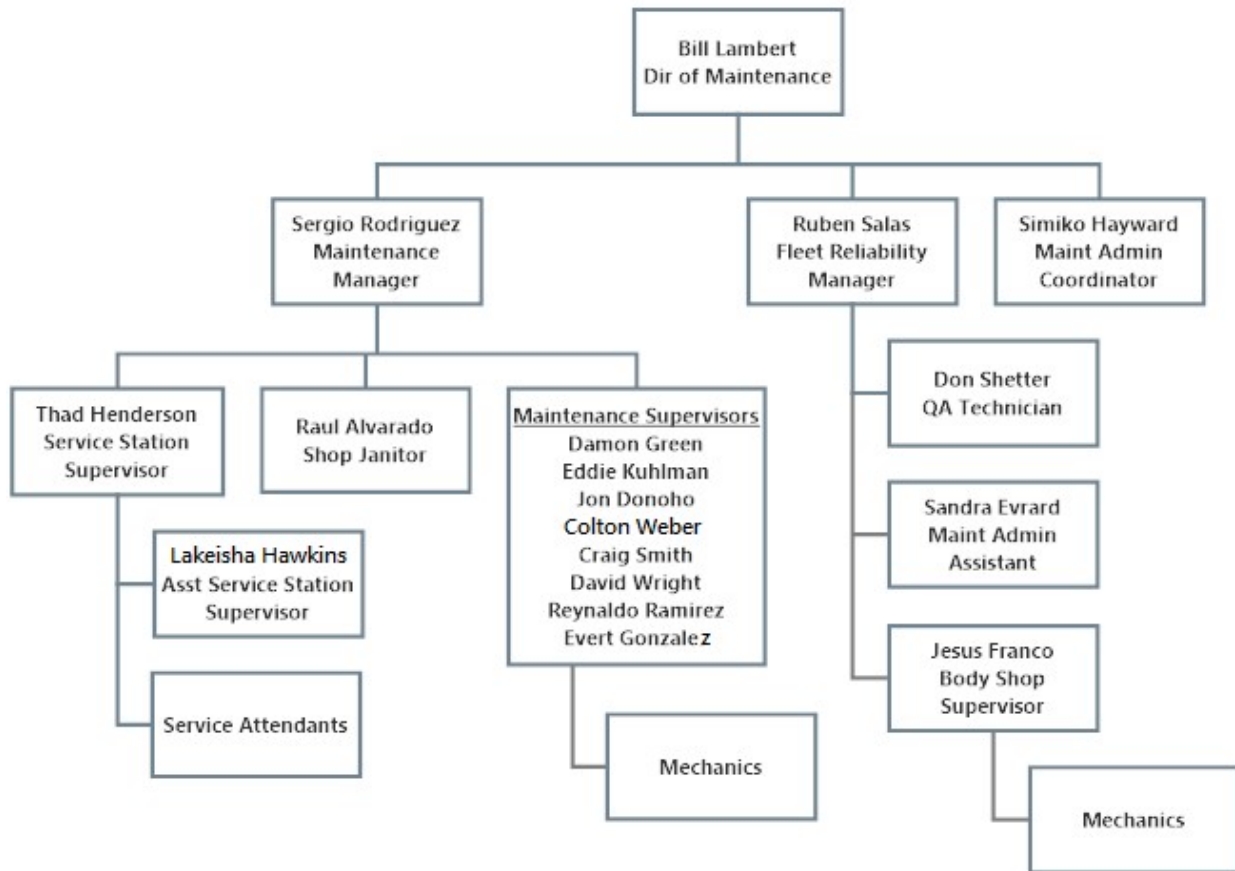
- **Increase Support for Transit**
 - Continued to partner with the Northeast Transportation Service Urban Transit District (NETS) for the provision of elderly/disabled transportation in the seven member cities despite COVID-19 by holding virtual board meetings or sharing information electronically.
 - Continued the partnership with the eleven member cities participating in the Tarrant county Transportation Service (TCTS) original and enhancement programs by renewing ILAs with each city annually by October.
- **Provide an Outstanding Customer Experience**
 - Continued to monitor the quality of NETS and TCTS service provision and make changes as warranted and maintained a 95% on-time no trip denials each month for NETS.
 - Continued to monitor the quality of NETS and TCTS service provision and make changes as warranted and maintained a 95% on-time no trip denials each month for TCTS.

FY2021 Planned Initiatives (Goals)

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

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Vehicle Maintenance Operations



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Vehicle Maintenance

Functions and Responsibilities

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

FY2020 Accomplishments

- **Increase Support for Transit**
 - Revenue fleet Mean Distance Between Failures (MDBF) was 13,489 compared to the goal of to meet and or exceed 10,200 miles.
 - Access fleet Mean Distance Between Failures (MDBF) was 14,385 compared to the goal of to meet and or exceed 12,000 miles.
 - Revenue fleet in service rate to meet or exceed no more than 15 revenue vehicles being down daily was not meet with the minimum number of vehicles down per month being 17 .
 - Access fleet in service rate to meet or exceed no more than 7 paratransit vehicles being down daily was not met with 8 out of 12 months having more than 7 vehicles down.

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

- **Provide an Outstanding Customer Experience**
 - Continued replacement of older vehicles as they reach their useful life by replacing vehicles up for replacement in January 2020.
 - Maintained Preventative Maintenance inspection compliance for fixed route buses to be at or less 7,500 miles in order to improve customer service and reliability for 10 out of 12 months in the fiscal year.
 - Preventative Maintenance inspection compliance for ACCESS vehicles to be at or less than 3,500 in order to improve customer service and reliability.
 - 100% of staff will continued to complete the QAP bus ride monthly to support awareness of our service and provide opportunities to continually improve service and functionality, except during those months not possible due to COVID-19.

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

FY2021 Planned Initiatives (Goals)

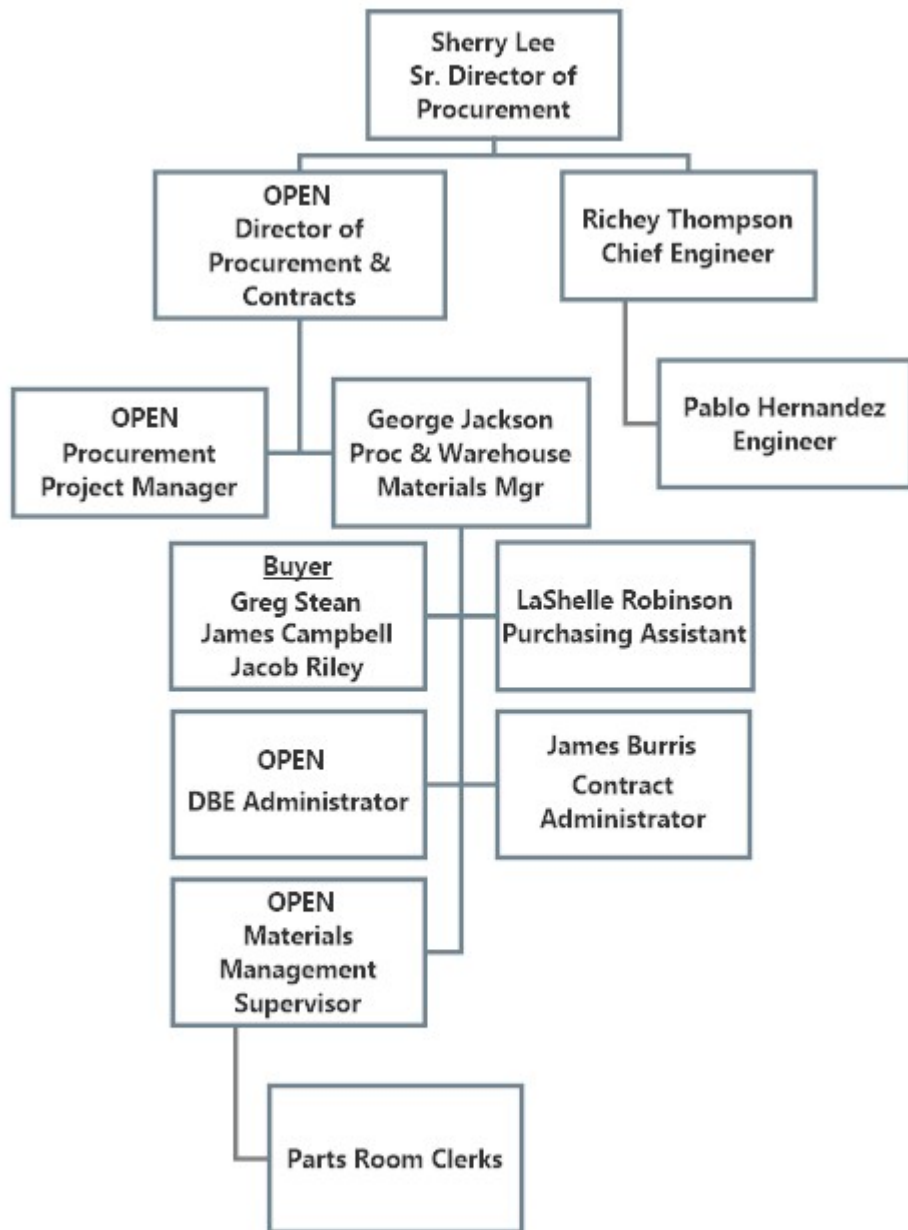
- **Increase Support for Transit**
 - Revenue fleet Mean Distance Between Failures (MDBF) to meet and or exceed 13,900 miles.
 - Access fleet Mean Distance Between Failures (MDBF) to meet and or exceed 14,700 miles.
 - Revenue fleet in service rate to meet or exceed no more than 15 revenue vehicles being down daily.
 - Access fleet in service rate to meet or exceed no more than 7 paratransit vehicles being down daily.
- **Educate the Community About the Benefits of Trinity Metro’s Services**
 - Continue efforts to comply with and support the “Clean Fleet Policy” in coordination with NCTCOG and DFWCCC to promote new cleaner technology and its utilization within our community and surrounding areas. This includes low/no emission, zero or near zero emissions, and alternative powered vehicles.
- **Provide an Outstanding Customer Experience**
 - Continue replacement of older vehicles as they reach their useful life by replacing vehicle up for replacement by December 2021
 - Preventative Maintenance inspection compliance for fixed route buses to be at or less 7,500 miles in order to improve customer service and reliability.
 - Preventative Maintenance inspection compliance for ACCESS vehicles to be at or less than 3,500 in order to improve customer service and reliability.

- 100% of staff will continue to complete the QAP bus ride monthly to support awareness of our service and provide opportunities to continually improve service and functionality.

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

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Contract Administration & Procurement



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Contract Administration & Procurement

Functions and Responsibilities

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

FY2020 Accomplishments

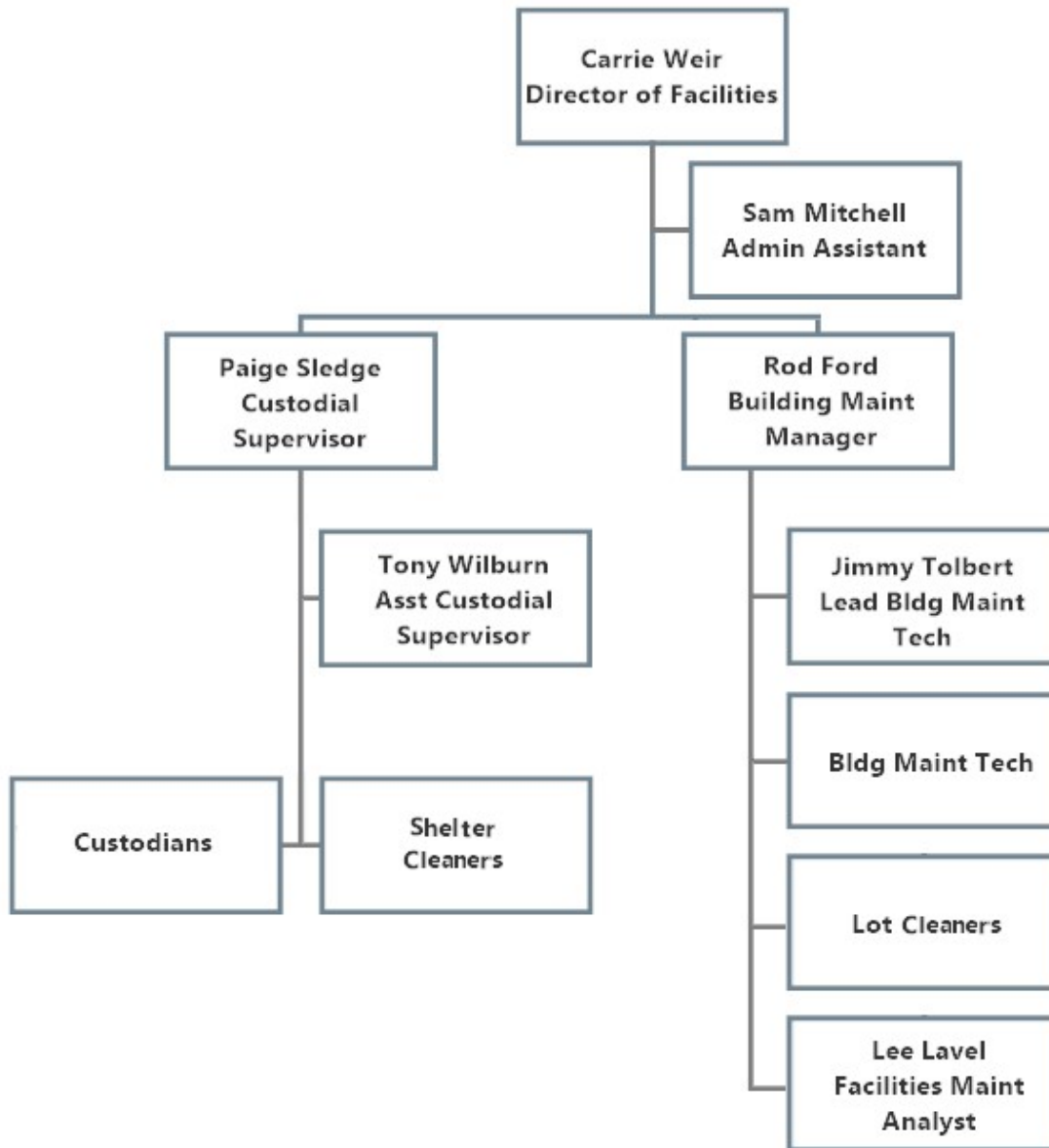
- **Increase Support for Transit**
 - Supported internal customers by implementing a contract management system by in April for retaining and managing contracts that support transit.
- **Educate the Community About the Benefits of Trinity Metro’s Services**
 - Hosted the Annual outreach event in September for suppliers for DBE educational event and “How to Do Business with Trinity Metro” workshops and brought in DBE supplies to provide Trinity Metro with PPE supplies
- **Provide an Outstanding Customer Experience**
 - Increase the percentage of requisitions processed within 48 hours of entering the purchasing queue from 89% in the beginning of the fiscal year to 97% by the end of the fiscal year.
 - Supported internal departments by increasing the percentage of contracts signed within 60 days of recommended Board approval from 75% in the beginning of the fiscal year up to 87% by the end of the fiscal year.
- **Maintain Positive Organizational Culture**
 - Provided 15 internal training sessions for Procurement and Contract Administration topics.
 - Provide 12 training sessions for professional development for staff with attendance at FTA classes, National Institute of Government Purchasing (NIGP) and Institute for Supply Management (ISM) webinars, seminars, and conferences at established annual events.

FY2021 Planned Initiatives (Goals)

- **Increase Support for Transit**
 - Support internal customers by maintaining a contract management system for retaining and managing contracts that support transit.

- **Educate the Community About the Benefits of Trinity Metro’s Services**
 - Annual outreach event in September for suppliers for DBE educational event and “How to Do Business with Trinity Metro” workshop.
- **Provide an Outstanding Customer Experience**
 - Process all approved requisitions within 48 hours of entering the purchasing queue to meet 97% conversion timeframe to Purchase Order.
 - Support internal departments by having contracts signed within 60 days of recommended Board approval.
- **Maintain Positive Organizational Culture**
 - Provide two internal training sessions (April/October) for Procurement and Contract Administration topics. Utilize DBE suppliers in support of the organization’s goals.
 - Provide training for professional development for 100% of staff with attendance at FTA classes, National Institute of Government Purchasing (NIGP) and Institute for Supply Management (ISM) webinars, seminars, and conferences at established annual events.

Facilities Maintenance



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Facilities Maintenance

Functions and Responsibilities

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

FY2020 Accomplishments

- **Increase Support for Transit**
 - In order to have well-maintained stations, shelters and bus stops that create an atmosphere where customers are more likely to utilize Trinity Metro, all shelters and stations were inspected at least four times a month.
- **Educate the Community About the Benefits of Trinity Metro's Services**
 - Ensured staff are trained and have the necessary resources to provide customers the information needed to use our services through monthly meetings, except months in which meetings were cancelled due to COVID-19. For those months, informational flyers were posted for staff.
- **Provide an Outstanding Customer Experience**
 - Ensured stations, shelters, bus stops, etc. were well maintained by maintaining an 80% or higher on-time percentage for preventative maintenance.
 - Ensured staff are friendly and polite when engaging with the customers by confirming approximately 532 instances of staff interacting with customers each month.
- **Maintain Positive Organizational Culture**
 - Showed appreciation to staff for the work they did through rewards and incentives approximately 83 times throughout the year.
 - Demonstrated to staff a can-do attitude, the willingness to do what is asked, and a desire for positive change, starting with management by confirming 552 responses to staff requests throughout the year.
 - Reduced the number of vacancies from eight at the most down to four by the end of the fiscal year.

FY2021 Planned Initiatives (Goals)

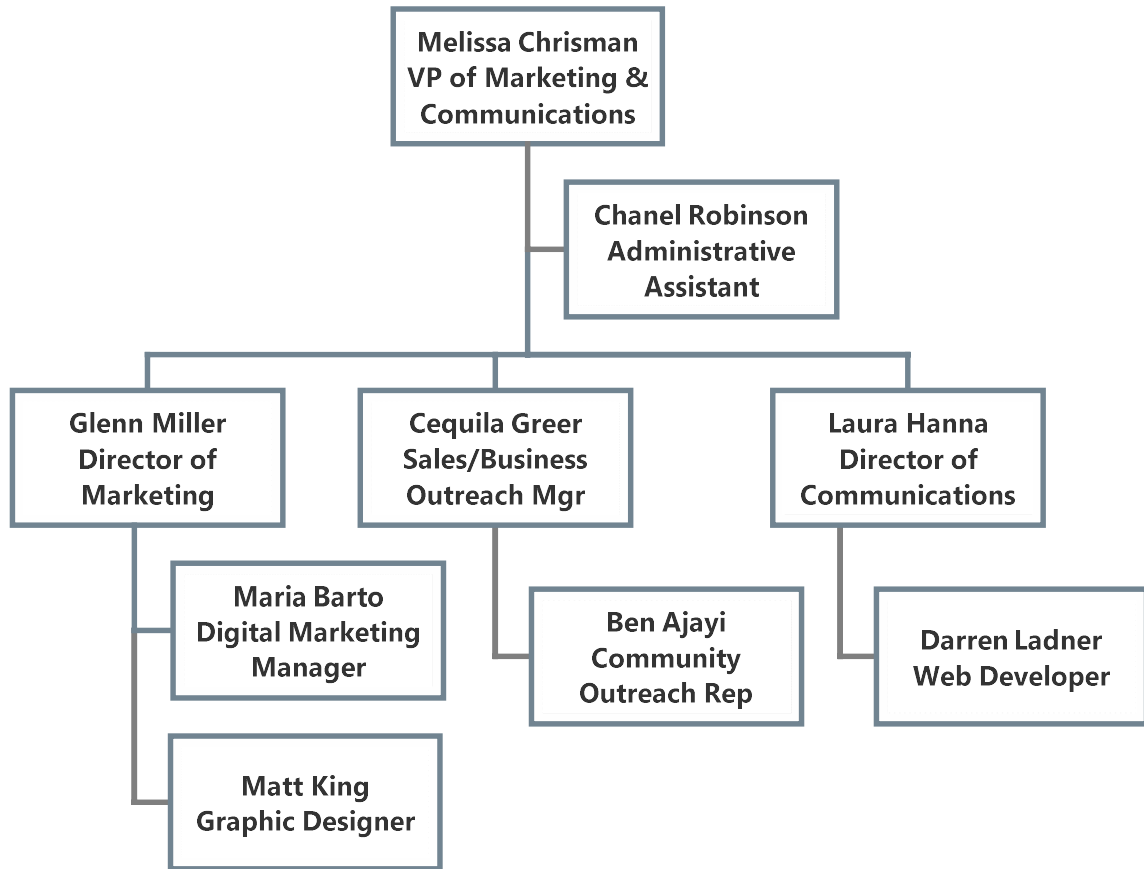
- **Increase Support for Transit**
 - In order to have well-maintained stations, shelters and bus stops that create an atmosphere where customers are more likely to utilize Trinity Metro's all shelters and stations will be inspected at least four times a month.

- **Educate the Community About the Benefits of Trinity Metro's Services**
 - Ensure staff are trained and have the necessary resources to provide customers the information needed to use our services through monthly meetings.

- **Provide an Outstanding Customer Experience**
 - Ensure stations, shelters, bus stops, etc. are well maintained by maintaining a 90% or higher on-time percentage for preventative maintenance.
 - Make sure staff are friendly and polite when engaging with the customers by confirming at least 1 observation of staff interacting with the customer each month.

- **Maintain Positive Organizational Culture**
 - Show appreciate to staff for the work they do through rewards and incentives.
 - Demonstrate to staff a can-do attitude, the willingness to do what is asked, and a desire for positive change, starting with management.
 - Stay fully staffed, including new positions by having no more than one unstaffed slot per position.

Marketing and Communications



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Marketing & Communications

Functions and Responsibilities

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

FY2020 Accomplishments

- **Increase Support for Transit**
 - Used social media to increase awareness of Trinity Metro news, activities and services and exceeded our goal of 18,906 followers across all social media accounts.
 - Used civic and networking groups, along with various transportation committees as part of the community outreach strategy.
 - Supported the implementation of Transit Moves Fort Worth with community outreach.
- **Educate the Community About the Benefits of Trinity Metro's Services**
 - Launched GovDelivery subscription services to automate customer communications for rider alerts, detours and service notifications.
 - Set measurable objectives for EASYRIDE to ensure program expansion.
 - Focus awareness on special services such as ZIPZONE.
- **Provide an Outstanding Customer Experience**
 - Continued to work on the rebranding of the organization: all vehicles, suite of recognizable brand marketing materials, system and route maps, and brochures, signage and facilities.
 - Completed the redesign of ridetrinitymetro.org website to ensure appropriate SEO.
 - Created better online map system and trip planner.
 - Completed vehicle-advertising standards for fixed route, paratransit, service vehicle fleets.

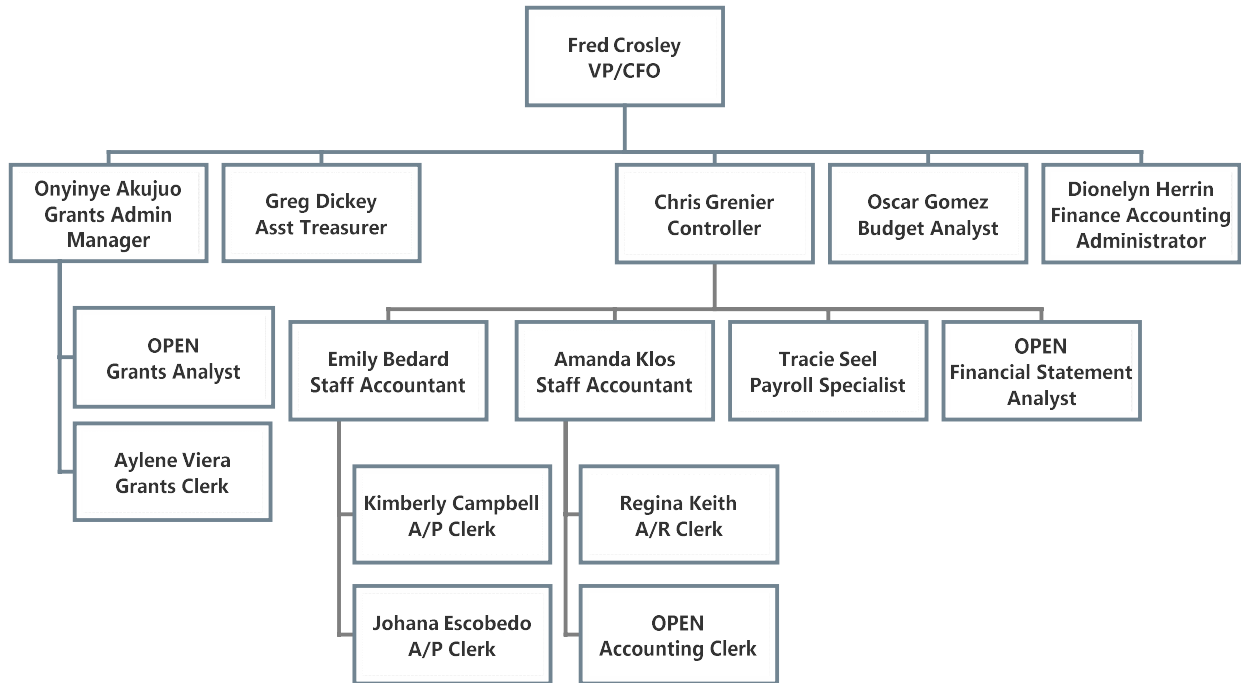
FY2021 Planned Initiatives (Goals)

- **Increase Support for Transit**
 - Department representative to participate in Steer Fort Worth and attend 75% of annual meetings.
 - Department representative to participate in Vision Fort Worth and attend 75% of annual meetings.
 - Conduct 1 annual collaboration with TTA (i.e. Joint Transit 101 presentation, etc.).
 - Attend 2 networking mixer/meetings with business or community groups (i.e. Chamber of Commerce networking, Urban League mixer, etc. per quarter.
 - Continue representation at the Fort Worth Rotary Club and attend 60% of annual meetings.
 - Department representative to participate in an additional leadership organization (Leadership FW Leading Edge or Leadership North Texas) and attend 75% of annual meetings.
 - Increase followers across all social media accounts by 20% from 20,048 to 24,057.
 - Increase FB followers by 20% from 14,024 to 16,828.
 - Increase Twitter followers by 20% from 3,798 to 4,557.
 - Increase Instagram followers by 20% from 2,226 to 2,671.
 - Increase engagements across all social media accounts by 20% from 6,862 to 8,234.
 - Increase social media referral traffic by 20% from 837 sessions/month to 1,004 sessions/month.
 - Increase the use of video across social media channels to at least 2 videos/month.
 - Increase the use of stories in Facebook and Instagram to 1 story/week.
 - Continue to network and support TEXRail by participating in 1 NET Chamber event each month.
- **Educate the Community About the Benefits of Trinity Metro's Services**
 - Achieve 15 national media placements (increase of 50% over FY20's goal).
 - Earn 15 total instances of local coverage for significant milestones, including completion of TEXRail PTC, Trinity Lakes Station, installation of public art, TEXRail extension, BRT, Southlake ZIPZONE.
 - Public art installation at 8 TEXRail stations by end of March 2021.
 - Create 10 PowerPoint presentations for senior leadership to share news and benefits of our services

- Provide 10 sets of talking points to senior leadership/board/colleagues to convey essential information about our agency.
 - Plan and conduct a minimum of 3 targeted Transit 101 presentations per quarter.
 - Plan and conduct a minimum of 1 Transit 101 presentation per quarter open to the public at FWCS or any other public venue.
 - Educate and train the public on how to use public transportation by conducting 1 ride along per quarter.
 - Sign 5 new employers in Tarrant County to the EASYRIDE program per quarter.
 - Sign remaining Top 20 Tarrant County employers into the EASYRIDE program that are in the service area (4 remaining).
 - Ensure all corporate EASYRIDE partners are participating in the corporate recognition program and receiving benefits accordingly.
 - Collaborate with DART on joint marketing to work toward a TRE recovery ridership goal of 6,098 average daily rides by end of September 2021.
 - Use marketing and communications tactics to generate a recovery ridership goal for the TCC partnership program to 9,353 average monthly rides by the end of September 2021.
 - Use marketing and communications tactics to recover ridership on The Dash to 181 average daily rides by September 2021.
 - Implement year-round TEXRail marketing and PR to ensure awareness and work towards a recovery goal of 1,616 average daily rides by the end of September 2021.
 - Coordinate with planning to launch redesigned service with all new materials and supporting marketing campaigns. Launch with goal of 10K average daily rides in first 3 months
 - Coordinate with planning to complete 2 rounds of public outreach resulting in 1,200 survey responses by September 2021.
 - Show community partnership and educate consumers by sponsoring large events in key areas. Sponsor and participate in one large, geographically based event per quarter.
 - Use marketing and communications tactics to generate an average daily ridership goal of 72 rides for all three Via-managed ZIPZONE programs by end of September 2021.
- **Provide an Outstanding Customer Experience**
 - Update specific main secondary pages with new content and design for better customer experience and a 25% increase in page views by January 2021. (Ex: Explore Fort Worth)

- Rebuild & redesign TRE website for a better user experience and better mobile responsiveness to increase web traffic by 25% by September 2021.
 - Provide 100 new images that can be used in marketing materials, news releases, social.
 - Host one annual EASYRIDE appreciation luncheon for EASYRIDE companies.
 - Host two onsite activities (i.e. Lunch and Learn, presentation, tabling, etc.) with an EASYRIDE company per quarter.
 - Assemble a minimum of three educational videos related to Trinity Metro services by September 30, 2021.
 - Support our communities by participating in a monthly activity to promote diverse communities and transit as a social equity solution.
 - Secure Instructional Design Certification from TCC and complete 5 courses by September 30, 2021.
 - Increase the amount of alternate formats offered within Trinity Metro marketing and communications materials - specifically printed materials and the website by 50% by September 2021.
- **Maintain Positive Organizational Culture**
 - Complete community event summary for events worked within 5 business days.
 - Present Business Outreach Strategy to board once per quarter
 - Build team morale by hosting team building activities monthly. 1 each month.
 - Maximize advertising budget and streamline efficiencies by purchasing 50% (\$400,000) of media buys directly.
 - Develop and maintain an organizational printing procedure to ensure print contract is being followed by completing 100% of agency's external printing.
 - Continue supporting logo and naming copywriting process by using SM version logos 100% of the time (year 3 of up to 5).
 - Set up and shift 100% of design files from Adobe's cloud infrastructure to Google Cloud's G Suite and reorganize files to delete excess server clutter and catalog design files by June 30, 2021.
 - Support Team Projects

Accounting & Finance



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Finance

Functions and Responsibilities

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

FY2020 Accomplishments

- **Increase Support for Transit:**
 - Maintained monthly average depository account balance of less than \$1.5 million.
 - Completed Milestone Progress Reports (MPR's) and Federal Financial Reports (FFR's) 20 days after each quarter.

- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Enhanced general ledger reporting to facilitate the National Transit Database (NTD) reporting by mapping 50 accounts per quarter.
 - Complete the annual audit by February 29.
 - Publish Trinity Metro's Annual Budget and Business plan for the January board meeting.

- **Provide an Outstanding Customer Experience:**
 - Provide departments with draft copies of Budget to Actual and Vendor by Detail reports.
 - Obtained department comments regarding their budget status.
 - Provide departments with final copies of Budget to Actual and Vendor by Detail report.
 - Drafted monthly financials.

- **Maintain Positive Organizational Culture:**
 - Held monthly department meeting for staff to discuss issues affecting the department and to come up with solutions, except in those months which meetings weren't possible due to COVID-19.

FY2021 Planned Initiatives (Goals)

- **Increase Support for Transit:**
 - Identify and apply for \$5 million of additional greenfield funding.
 - Secure \$500,000 of additional funding by the second quarter. - Non grant sources

- Maintain monthly average depository account balance of less than \$700,000.
 - Complete Milestone Progress Reports (MPR's) and Federal Financial Reports (FFR's) 20 days after each quarter.
 - Complete NTD Report Milestones.
 - Increase the utilization of the ERP system to track, report and measure grant performance.
- **Educate the Community About the Benefits of Trinity Metro's Services:**
 - Successful and Clean Completion of the Annual Financial Statement audit by January 31, 2021.
 - Create financial statements through JDE.
 - Draft monthly financials produced after beginning of the subsequent month.
 - Solidify the vendor update/auditing procedures.
 - Publish Trinity Metro's annual Budget and Business Plan by January 31, 2021.
 - Preliminary budget presented to the Finance Committee meeting on June 21, 2021
 - Final budget presented to the Finance Committee meeting in September 12, 2021
- **Provide an Outstanding Customer Experience:**
 - Provide departments with preliminary draft copies of budget reports for review within two business days after the beginning of the month.
 - Obtain department comments regarding budget status five business days after the beginning of the month.
 - Provide departments with final copies of budget reports six business days after the beginning of the month.
 - Complete payroll liability GL cleanup project by December 31, 2020.
 - Cross-train and hand-off payroll review by December 31, 2020.
 - Increase the frequency of balance sheet account reconciliations by 15 days each month.
 - Complete short term cash flow projections and update every month
 - Complete medium term cash flow projections and update quarterly.
 - Prepare monthly investments status report by the 15th of each month.
 - Complete any board actions by the 3rd business day of each month.
 - Meet liquidity requirements each month.
 - Quarterly review of Investment accounts.
 - Maintain updated signature cards, ACH debit blocks, and review ACH debits each quarter.
 - Quarterly review of capital projects with project managers.
 - Quarterly review of any insurance claims.
 - Issue RFP for bus leasing

- All Trinity Metro accounts activated with Positive Pay and Debit blocks by December 31, 2020.
 - Finalize all lease agreements by January 31, 2021.
 - Obtain all outstanding COI's by January 31, 2021.
 - Determine proposal on catastrophic insurance coverage by December 31, 2020.
-
- **Maintain Positive Organizational Culture:**
 - Hold monthly department meeting for staff to discuss issues affecting the department and to come up with solutions.
 - Hold quarter finance meeting with project managers and vice presidents to provide updates regarding grant funding.

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

Budget

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

Internal Control Structure

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

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

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

the reader to gain the maximum understanding of Trinity Metro’s financial affairs have been included herein.

Description of Fund and Fund Type

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

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

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

Basis of Accounting

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

Basis of Budgeting

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

Financial Policies & Standards

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

1. The Board of Directors ("Board") of the Fort Worth Transportation Authority ("Trinity Metro") shall review and adopt a set of General Financial Standards periodically, but no less frequently than every five years.
2. Financial reporting shall be in accordance with Generally Accepted Accounting Principles (GAAP) and Government Accounting Standards Board (GASB) standards or as otherwise prescribed by law or regulation.
3. The fiscal year-end for financial reporting purposes shall be September 30.
4. Funds of Trinity Metro shall be invested within the Investment Policy guidelines of Board Resolution 2020-01 adopted on October 28, 2019, as revised from time to time, and in compliance with applicable State law, including Section 452.102 of the Texas Transportation Code, Article 717q V.T.C.S., the Texas Public Funds Investment Act, and other applicable law and regulations.
5. An independent accounting firm shall examine at least annually Trinity Metro's financial statements, annual single audit reporting and other financial statements or reports as otherwise required by law or regulation.
6. The Board shall receive a Preliminary Budget for the next fiscal year no later than August of each fiscal year for the upcoming fiscal year. Once accepted by the Board, the Preliminary Budget will be mailed to member cities who be given at least 30 days for comment. The Board shall adopt the Final Budget no later than September 30 of each year.
7. The Board must approve amendments to the operating or capital budget after the final budget is formally adopted. The President/Chief Executive Officer shall have the authority to allocate approved amounts between departments but not to change the overall approved budgeted total expenditures for the fiscal year.
8. The Board shall receive a Five-Year Forecast of operating results and capital asset activity which shall include expenditures for asset replacement and expansion projects and any debt acquisition or service, at least every three years on or before March 31 of the then fiscal year included in the forecasted period.
9. The Board will approve all project or capital expenditures before the amounts are committed if the total for the project or expenditure exceeds \$50,000 or if subsequent revision of costs previously approved exceeds \$50,000.
10. Trinity Metro will maintain cash reserves to accommodate variations in funding resources and cash requirements. These cash reserves will be equal for each annual fiscal reporting period to ten percent of the prior fiscal year's annual sales tax revenues recognized for financial reporting purposes. Any increase or decrease in the reserve as so determined, and revised annually, will be achieved over a five year period by a ratable increase or decrement to the reserve previously established.

11. The cash reserves of Trinity Metro will be available to meet commitments if such reserves are required to meet funding needs due to variations in funding resources or cash requirements. In such event the Board will approve the expenditure of the reserves.
12. Trinity Metro shall maintain appropriate insurance coverages in light of the Net Position of Trinity Metro.
13. The Net Position of the Trinity Metro and, as appropriate, cash balances will include amounts restricted by operating agreements entered into to support the activities of Trinity Metro.
14. Trinity Metro may not enter into a debt or financing agreement unless the transaction is in full compliance with the Trinity Metro's enabling statutes, all applicable provisions of the Texas Transportation Code and other applicable laws and regulations.

Cash Management and Investments

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

- A. Understanding of the suitability of the investment to the financial requirements of Trinity Metro.
- B. Safety. Preservation and safety of the invested principal.
- C. Liquidity. Trinity Metro's investment portfolio will remain sufficiently liquid to meet all operating requirements and pay obligations at the time due.
- D. Marketability of the investment if the need arises to liquidate the investment before maturity.
- E. Diversification of the investment portfolio.
- F. Yield. Trinity Metro's investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles commensurate with Trinity Metro's investment risk constraints and the cash flow characteristics of the portfolio.

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

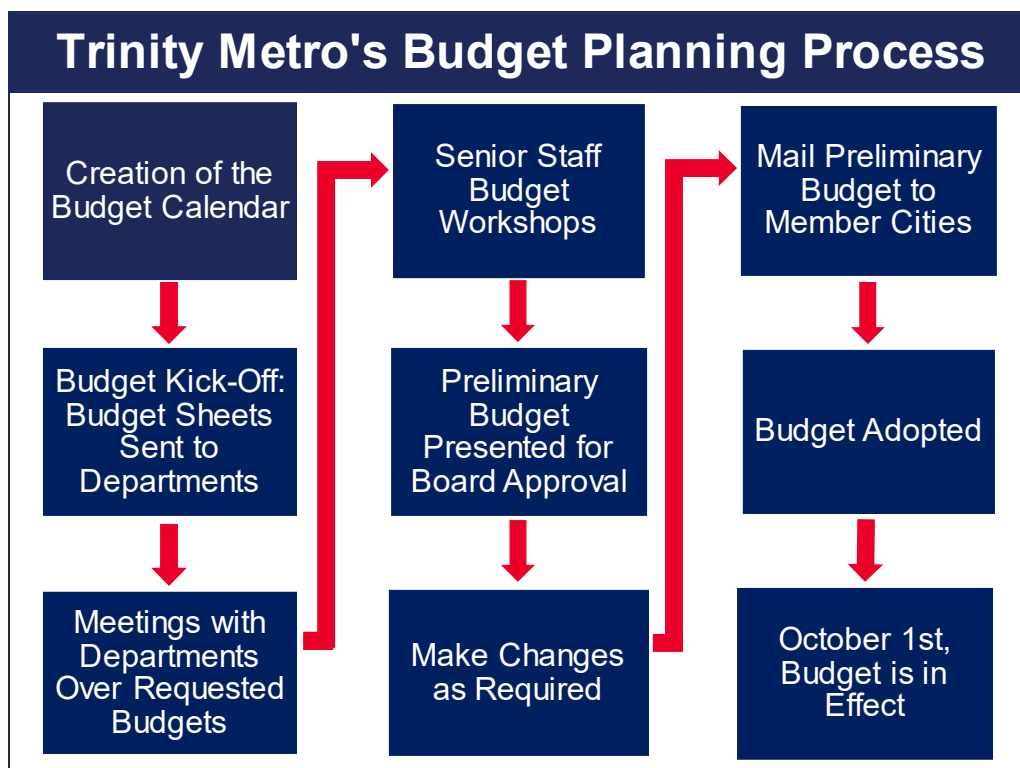
- A. Obligations of, or guaranteed by, governmental entities, including obligations of the United States or its agencies and instrumentalities;
- B. Certificate of Deposit

- C. Fully collateralized repurchase agreements;
- D. Mutual funds meeting certain specified conditions; or
- E. Investment pools meeting certain specified conditions.

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

Development of the Operating and Capital Budgets

Proposed Operating and capital budgets for the upcoming fiscal years are developed from April through June. Trinity Metro’s management submits annual proposed operating and capital budgets to its Board of Directors in August. Following discussion of the proposed budget, the Board of Directors adopts a preliminary budget, which is then forwarded to the governing bodies of the participating member cities. After a minimum of 30 days allowed for review by member cities, the Board of Directors adopts the operating and capital budgets in a public meeting held in September.



The following table is a timeline of the development of the fiscal 2021 operating and capital budgets:

FY2021 Budget Calendar

Date/Timeline	Activity
April 21 th	FY2021 Budget Kick-off The focus of this meeting is to explain the budget process. Budget Tracking Sheets, which include the first six months of actual expenditures, will be sent via Email. All Senior Staff and Department Heads are invited to attend.
May 7 th	Department Operating Budgets Returned All departments to submit FY21 business goals, key performance indicators, metrics, operating and capital proposals, and budget tracking sheets for the proposed FY21 budget to Oscar Gomez, Budget Analyst.
May 11 th – June 15 th	FY21 Department Meetings The purpose of these meetings is to review each departments FY21 business goals, key performance indicators, metrics, improvement proposals, budget tracking sheets, and capital requests.
July 23 rd	1st Meeting with Senior Staff / Budget The purpose of this meeting is to review the FY21 business goals, key performance indicators, metrics, improvement proposals, and budget tracking sheets for the proposed FY21 budget. Presentations by Senior Staff for each respective department.
July 30 th	2nd Meeting with Senior Staff / Budget The purpose of this meeting is to review the FY21 business goals, key performance indicators, metrics, improvement proposals, and budget tracking sheets for the proposed FY21 budget before the Finance Committee meeting. Final recommendations by Senior Staff.
August 9 th	Budget Submitted for the Finance Committee
August 24 th	Finance Committee / Budget Workshop The purpose of this meeting is to present the preliminary Operating and Capital Budgets to the Finance and Audit Committee and request they recommend approval to Trinity Metro's Board of Directors.
August 24 th	Preliminary Board Approval
August 28 th	Mail Preliminary Budgets to Member Cities The preliminary budget will be sent out to the member cities of Fort Worth and Blue Mound for review.
September 28 th	Budget Submitted to the Finance Committee for Adoption
September 28 th	Budget Considered and Adopted by the Board

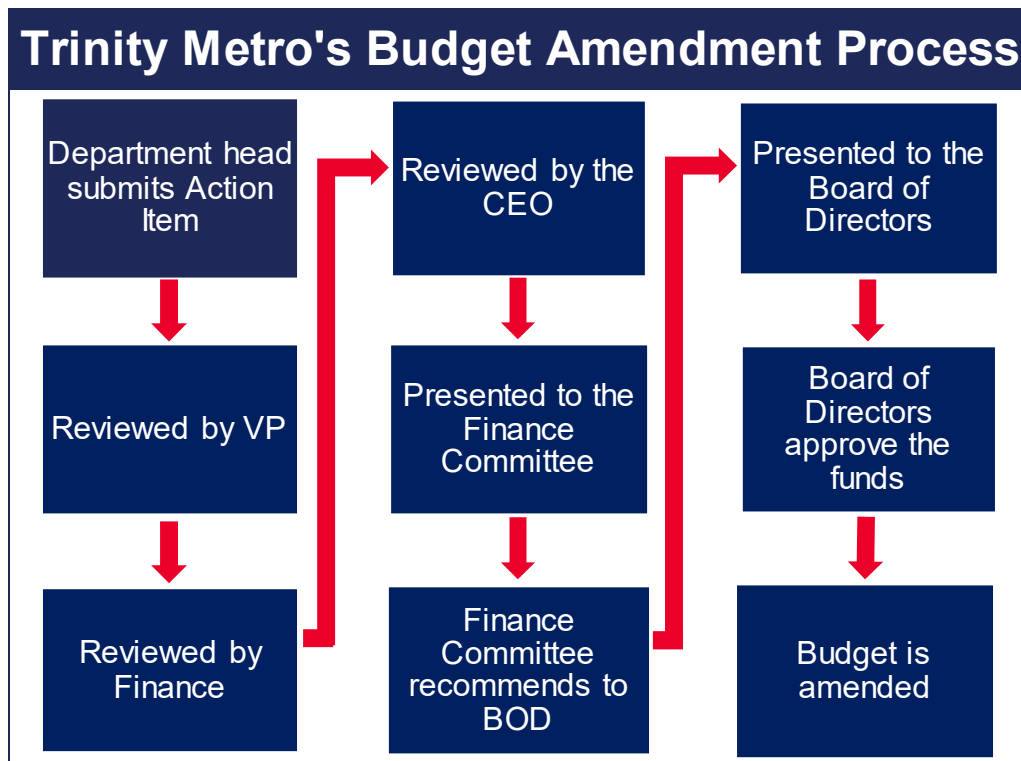
Budgetary Controls

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

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

Procedure for Amending the Operating and Capital Budget

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



Operating Budget Summary

The Operating Budget Summary is a comprehensive overview of operating revenues, operating expenses and capital project grant reimbursement revenues. It presents actual financial results for fiscal 2019, budget and forecast information for fiscal 2020 and budget for fiscal 2021. The “% diff*” column represents the percent difference between the fiscal 2021 budget and the fiscal 2020 forecast results.

Operating Budget Summary

(Amounts in Thousands)

	FY2019 Actual	Budget	FY2020 Forecasted	% Diff	FY2021 Budget	% Diff *
Service Revenues						
Fixed Route	\$ 6,478	\$ 6,078	\$ 4,897	(19.4%)	\$ 4,192	(14.4%)
Para-transit	1,062	1,106	789	(28.6%)	865	9.6%
TRE	1,772	1,929	1,619	(16.1%)	1,736	7.2%
TEXRail	365	891	309	(65.3%)	339	9.8%
Total Service Revenue	9,677	10,005	7,615	(23.9%)	7,132	(6.3%)
Other Revenues						
Sales Tax	82,117	83,566	75,306	(9.9%)	57,112	(24.2%)
Investment	5,665	2,460	780	(68.3%)	80	(89.7%)
Advertising	606	500	500	0.0%	500	0.0%
Operating Grants	1,220	13,052	25,591	96.1%	27,345	6.9%
CARES Act Grant Reimburseme	-	-	40,000	0.0%	15,161	(62.1%)
Capital Grant Reimbursement	175,245	46,067	22,660	(50.8%)	59,634	163.2%
Contributions from Grapevine	10,047	10,550	8,057	(23.6%)	6,275	(22.1%)
Contributions from Partners	4,236	3,601	3,276	(9.0%)	3,910	19.4%
Miscellaneous	331	548	714	30.3%	459	(35.6%)
Rental Income	813	748	785	5.0%	712	(9.3%)
Fort Worth Bike Share	-	-	-	0.0%	417	0.0%
Total Other Revenue	280,280	161,092	177,668	10.3%	171,605	(3.4%)
Total Revenue	289,956	171,097	185,283	8.3%	178,737	(3.5%)
Operating Expenses						
Salary and Benefits	41,361	46,410	46,645	0.5%	48,329	3.6%
Services	36,334	49,506	46,227	(6.6%)	58,979	27.6%
Fuels and Lubricants	2,502	2,327	1,336	(42.6%)	1,222	(8.5%)
Tires and Tubes	352	438	433	(1.2%)	469	8.3%
Maintenance Materials	3,144	2,443	2,482	1.6%	3,001	20.9%
Supplies and Materials	682	425	753	77.4%	1,235	64.0%
Utilities	1,225	1,641	1,638	(0.2%)	1,690	3.1%
Insurance	4,294	5,435	5,110	(6.0%)	7,657	49.9%
Taxes and Fees	4	3	79	2237.1%	80	1.9%
Interest Expense	7,759	4,164	4,164	0.0%	2,150	(48.4%)
Miscellaneous	5,965	1,062	844	(20.6%)	885	4.9%
Total Operating Expenses	103,623	113,854	109,711	(3.6%)	125,698	14.6%
Other non-operating expense	76	71	71	0.0%	67	(5.0%)
Net Available for Capital Expenditures and Reserves	\$ 186,257	\$ 57,172	\$ 75,501	32.1%	\$ 52,972	(29.8%)
Budgeted Non-Cash						
Depreciation	38,586	45,619	46,808	2.6%	57,479	22.8%

* Note: This is the difference between the fiscal 2021 budget and the forecasted fiscal 2020 results.

The following table is the fiscal 2021 department budgets with comparisons to the fiscal 2020 budget and forecast and the fiscal 2019 results.

Department Budgets

(Amounts in Thousands)

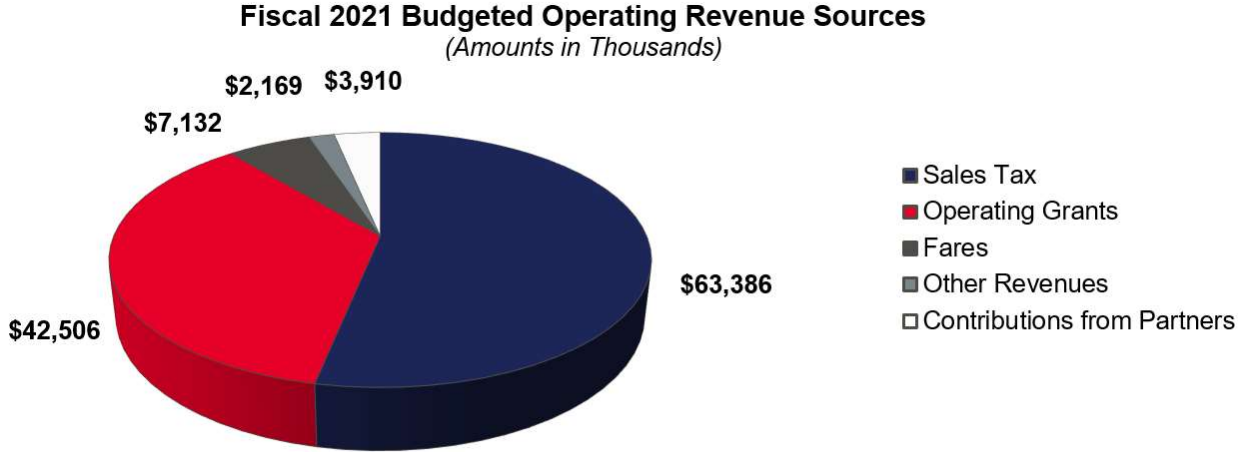
Department Name	FY2019		FY2020		FY2021	
	Actual	Budget	Forecasted	% Diff	Budget	% Diff *
Fixed Route Operations						
Bus Operations Admin	\$ 921	\$ 1,161	\$ 1,196	3.0%	\$ 1,131	(5.4%)
Bus Street Operations	734	780	797	2.1%	1,083	35.9%
Bus Radio Control	561	768	791	3.0%	826	4.5%
Bus Operations	17,350	19,041	19,636	3.1%	22,795	16.1%
Rebuild Engine	156	162	160	(1.2%)	164	2.8%
Body Shop	668	690	589	(14.7%)	615	4.4%
Electronics	992	917	1,092	19.0%	1,023	(6.3%)
Running Repair	6,791	6,287	5,840	(7.1%)	5,903	1.1%
Service Rack	1,480	1,629	1,593	(2.3%)	1,651	3.7%
ACCESS Operations						
ACCESS Administration	1,190	1,005	1,071	6.5%	1,568	46.5%
ACCESS Street Operations	212	231	170	(26.2%)	0	(100.0%)
ACCESS Radio Control	243	258	318	23.2%	0	(100.0%)
ACCESS Operations	5,995	7,318	6,842	(6.5%)	6,916	1.1%
ACCESS Maintenance	2,273	2,332	2,047	(12.2%)	2,077	1.5%
Commuter Rail						
TRE	12,987	15,103	15,275	1.1%	30,071	96.9%
TEXRail	20,563	23,557	23,166	(1.7%)	16,080	(30.6%)
General & Administrative						
Business Administration	2,735	1,932	1,859	(3.8%)	1,990	7.0%
Customer Service	959	960	1,009	5.1%	1,003	(0.6%)
Envoy Program	-	245	-	(100%)	273	0.0%
Customer Relations	-	849	854	0.5%	695	(18.6%)
Accounting	1,106	1,102	1,315	19.3%	1,084	(17.6%)
Finance	697	2,275	1,890	(16.9%)	3,136	65.9%
Human Resources	1,972	2,583	2,221	(14.0%)	2,667	20.1%
Information Technology	2,176	3,023	3,700	22.4%	4,428	19.7%
Marketing	2,397	3,124	2,607	(16.6%)	3,112	19.4%
Planning	337	1,488	1,167	(21.5%)	1,021	(12.5%)
Procurement	785	1,100	981	(10.8%)	1,000	2.0%
Project Management	8	378	377	(0.4%)	388	3.1%
Risk	811	785	545	(30.6%)	522	(4.2%)
Safety	154	178	169	(5.2%)	668	295.3%
Security	1,968	2,542	2,424	(4.6%)	2,440	0.7%
Service Scheduling	230	298	140	(52.9%)	160	13.7%
Maintenance Administration	877	981	937	(4.5%)	975	4.1%
Material Management	610	668	666	(0.4%)	669	0.4%
Facilities Maintenance	4,694	5,840	4,768	(18.4%)	4,899	2.7%
Fort Worth Bike Share	-	-	-	0.0%	584	0.0%
Total Operating Departments	95,632	111,594	108,211	(3.0%)	123,617	14.2%
Grant Funded Activities						
NETS Program	1,217	1,373	864	(37.0%)	1,223	41.4%
TCTS Program	196	200	154	(22.9%)	206	33.8%
TCTS Extended Service	83	99	104	5.6%	132	26.5%
Vanpool	484	542	358	(33.9%)	483	35.0%
JARC Vanpool	14	46	20	(57.3%)	36	85.2%
Total Grant Funded	1,994	2,260	1,501	(33.6%)	2,080	38.6%
Total Departments	\$ 97,626	\$113,854	\$ 109,711	(3.6%)	\$ 125,698	14.6%

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

Revenues

Operating Revenues

Trinity Metro’s operating revenue is defined as total revenue less capital grant reimbursement revenue. Trinity Metro’s fiscal 2020 operating revenues are budgeted at \$119.1 million, which is a \$42.5 million, or 26.8% decrease from the fiscal 2020 forecasted results. Sales tax and operating grant revenues are Trinity Metro’s main sources of revenue representing approximately 53% and 36%, respectively, of the total operating revenue budget. Operating revenue also includes revenue from fares, advertising, rental fees, investment earning, and miscellaneous sources.



Sales Tax

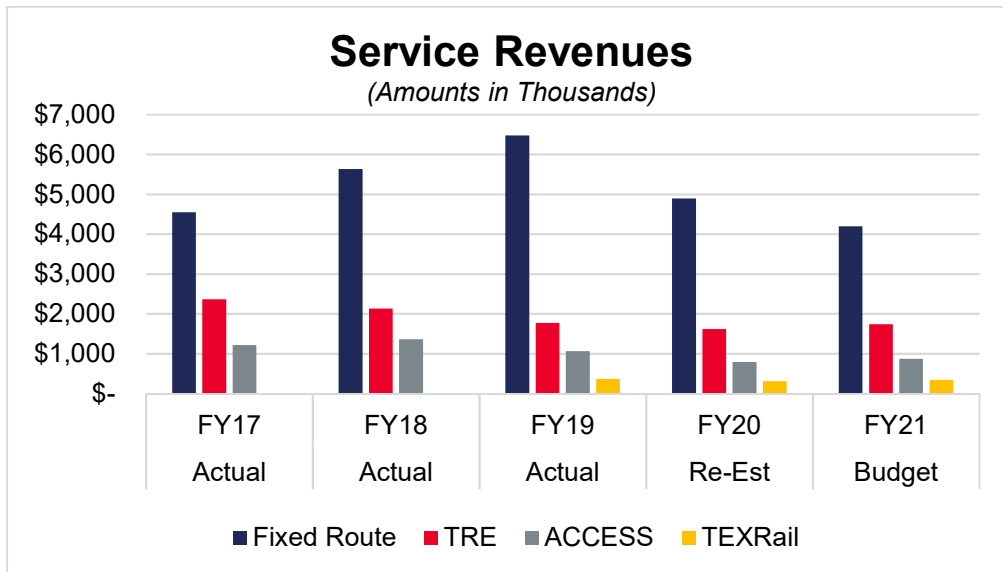
The fiscal 2021 sales tax revenue was budgeted at \$57.1 million, which is a decrease of 30% from the fiscal 2019 actual amount in order to provide a conservative foundation for the development of the fiscal 2021 budget in light of the fluidity of the economic impact of the COVID-19 pandemic.

Service Revenues

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

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

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



(Amounts in Thousands)

	Actual FY17	Actual FY18	Actual FY19	Re-Est FY20	Budget FY21
Fixed Route	\$ 4,551	\$ 5,629	\$ 6,478	\$ 4,897	\$ 4,192
TRE	2,366	2,130	1,772	1,619	1,736
ACCESS	1,212	1,358	1,062	789	865
TEXRail	-	-	365	309	339

Grant Revenues

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

Operating grant revenues, excluding the CARES Act, are budgeted to increase by \$1.8 million, or 6.9% from the fiscal 2020 forecasted results due to timing of grant reimbursements.

Capital grant reimbursement revenues are budgeted to increase by approximately \$37.0 million, or 163.2% from the fiscal 2020 forecasted results. The reason for this is due to timing of grant reimbursements, including reimbursements for the TEXRail project that

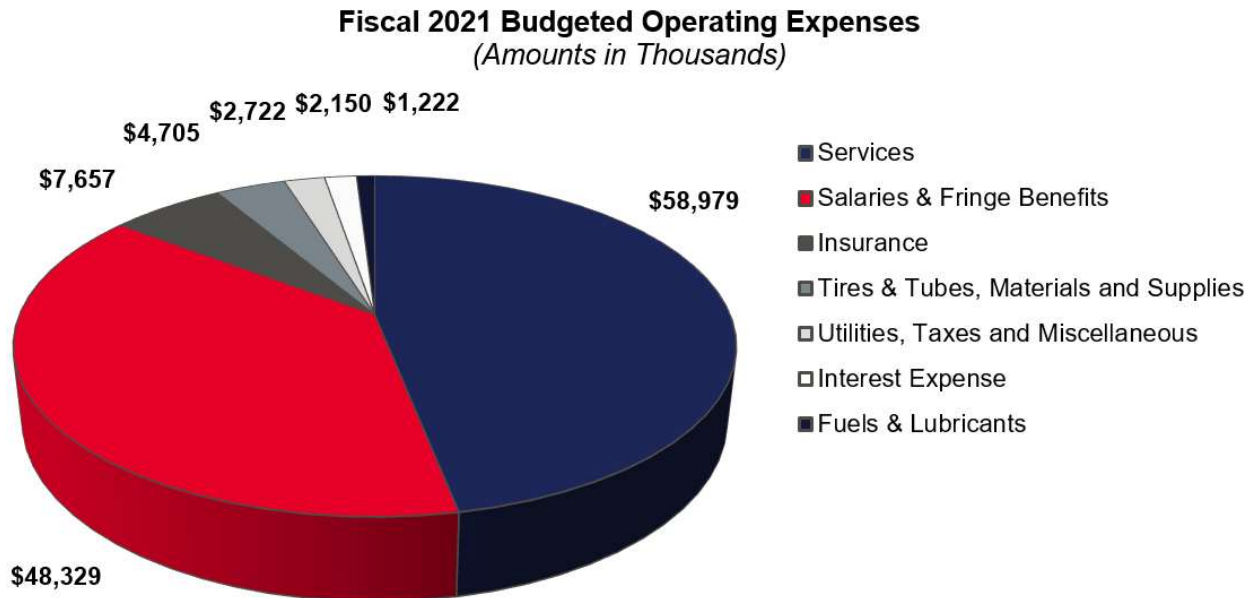
could not be recorded in prior years due to the portion of those grants fund not having been executed by the FTA.

In fiscal 2020 Trinity Metro received approximately \$55.2 million in CARES Act funding in order to provide relief caused by the COVID-19 pandemic. Trinity Metro estimated that approximately \$40.0 million would be reimbursed in fiscal 2020 and the remaining \$15.2 million would be reimbursed in fiscal 2021.

Expenses

Operating Expenses

Trinity Metro's fiscal 2021 operating expense budget is \$125.8 million, which is a \$16.0 million, or 14.6% increase from the fiscal 2020 forecasted results.



Some of the major issues that impacted the formulation of the fiscal 2020 budget are as follows.

- New expenses for the TEXRail commuter rail of approximately \$4.0 million, due to the start of Positive Train Control operations and the purchase of capital spare parts;
- Expenses for Purchased Transportation are expected to increase by \$4.2 million due to increases in the TEXRail O&M contract and increases in contract costs for ZIPZONE services largely due to full years of revenue service for the Near Southside and Crowley ZIPZONES, a new ZIPZONE service in the City of Southlake anticipated to begin in the second quarter of FY2021, and switching over to a new provider for the Alliance ZIPZONE service;
- Casualty Insurance for Rail operations is anticipated to increase by \$2.6 million due to a new policy taking into effect in FY2021 and an estimated 5% increase in other existing policies;

Services are Trinity Metro's largest expense category budgeted at \$59.0 million which is a 12.8 million or 27.6% increase from the fiscal 2020 forecasted results. Services primarily consist of purchased transportation, including payments to third-party contractors. Third-party contractors operate Trinity Metro's commuter rail services and

certain grant funded programs. Additionally, Trinity Metro's paratransit service called Trinity Metro ACCESS contracts approximately 65% of its trips.

Salaries and fringe benefits are the second largest expenses category budgeted at \$48.3 million, which is a \$1.6 million, or 3.6% increase from the fiscal 2020 forecasted results. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. The previous labor agreement expired on September 30, 2020, and a temporary agreement was reached for fiscal 2021 due to the uncertainty caused by the pandemic. This agreement is set to expire on September 30, 2021.

Insurance is the largest portion of the other expense at \$7.7 million. This expense category increased \$2.6 million, or 49.9% from the fiscal 2020 forecasted results. These expenses are mostly related to rail operations for the TEXRail commuter rail.

Capital Expenses

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

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

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

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

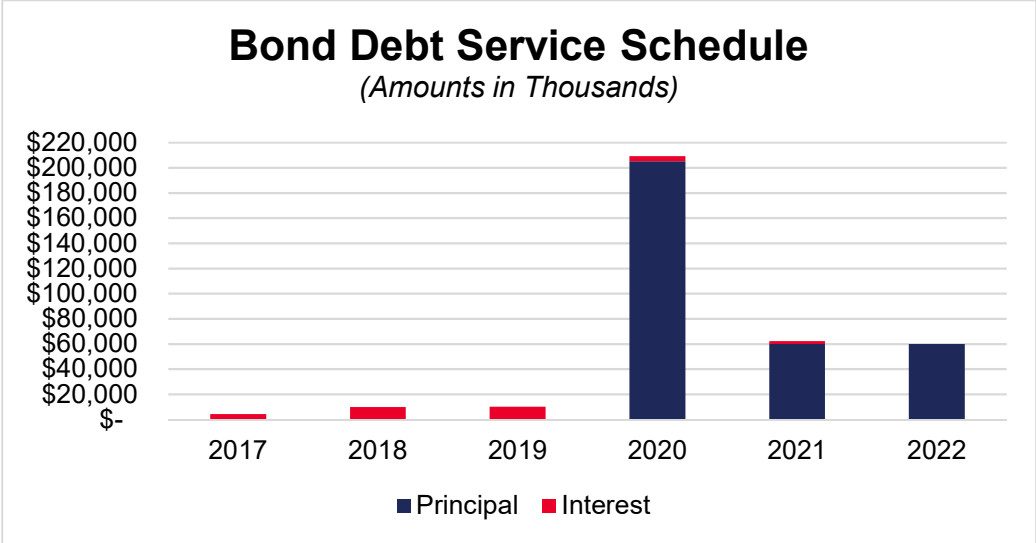
- **TRE Trinity River Bridge:** a multi-year project for \$34.2 million. Trinity Metro needs to rehab the existing bridge and add a second bridge to enhance the structural capability of the bridge, increase its capacity, and eliminate delays caused by freight trains;
- **TRE Trinity Lakes Station:**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

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

Debt Administration

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

With the current financial structure of the TEXRail project, long term debt financing was not necessary. New Starts FFGA payments began in fiscal 2017, however there was a cash flow deficit for project capital expenditures (CAPEX) from fiscal 2018 through fiscal 2020. This cash flow deficit was met by short-term borrowing with rapid repayment. With the current project schedule, the maximum projected amount of short-term debt was reached in the fourth quarter of 2018 in an amount of \$325 million. Repayments on the loan commence in fiscal 2020 with full liquidation of the debt in fiscal 2022. The net proceeds of the short-term borrowing were \$325 million. The total payments on the short-term borrowing are \$355.3 million, which includes interest of \$30.3 million. There is \$3.7 million in costs related to the issuance of the debt.



(Amounts in Thousands)

Fiscal Year	Principal	Interest	Annual Debt Service
2017	\$ -	\$ 4,159	\$ 4,159
2018	-	9,694	9,694
2019	-	10,144	10,144
2020	205,000	4,164	209,164
2021	60,000	2,150	62,150
2022	60,000	-	60,000
Total	\$ 325,000	\$ 30,311	\$ 355,311

Full-Time Equivalents (FTE's)

The following table represents the summary of budgeted FTE's by department for fiscal 2021 compared to actual year-end employee counts for fiscal years 2020 and 2019.

Summary of Positions by Department (in FTE's)

Fiscal Years		Actual 2019	Actual 2020	Budget 2021
Administration Departments:				
General & Administrative:				
11100	Administration	9.5	5.5	6.0
11200	Customer Care	15.5	15.5	15.5
11220	Customer Relations	0.0	13.0	8.5
11210	Envoy Program	0.0	0.0	5.0
11300	Accounting	11.0	9.0	9.0
11310	Finance	6.0	7.0	7.0
11400	Human Resources	12.0	14.0	14.0
11500	Information Technology	9.0	12.0	13.0
11800	Marketing	9.5	9.5	9.0
12200	Planning & Development	3.0	6.5	6.0
12300	Procurement & Contract Mgnt	9.0	10.0	10.0
12400	Project Management	0.0	2.0	2.0
12500	Risk & Claims	2.0	2.0	2.0
12510	Safety	1.0	1.0	1.0
12600	Security	1.0	1.0	1.0
12700	Service Scheduling	3.0	3.0	2.0
Commuter Rail:				
12900	TEXRail	4.0	3.0	2.0
13000	TRE	2.0	2.0	2.0
Fixed Route:				
22100	Bus Ops Administration	10.0	10.0	9.0
22101	Bus Street Ops	9.0	9.0	12.0
22102	Bus Radio Control	7.0	7.0	7.0
Maintenance:				
21600	Maintenance Administration	6.0	6.0	6.0
21603	Material Management	10.0	10.0	10.0
21650	Facilities Maintenance	42.0	40.0	40.0
ACCESS:				
21900	ACCESS Administration	16.0	11.0	17.0
21901	ACCESS Street Ops	3.0	3.0	0.0
21902	ACCESS Radio Control	3.0	3.0	0.0
Fort Worth Bike Share:				
51100	Fort Worth Bike Share	0.0	0.0	6.0
Total Administration		203.5	223.5	222.0

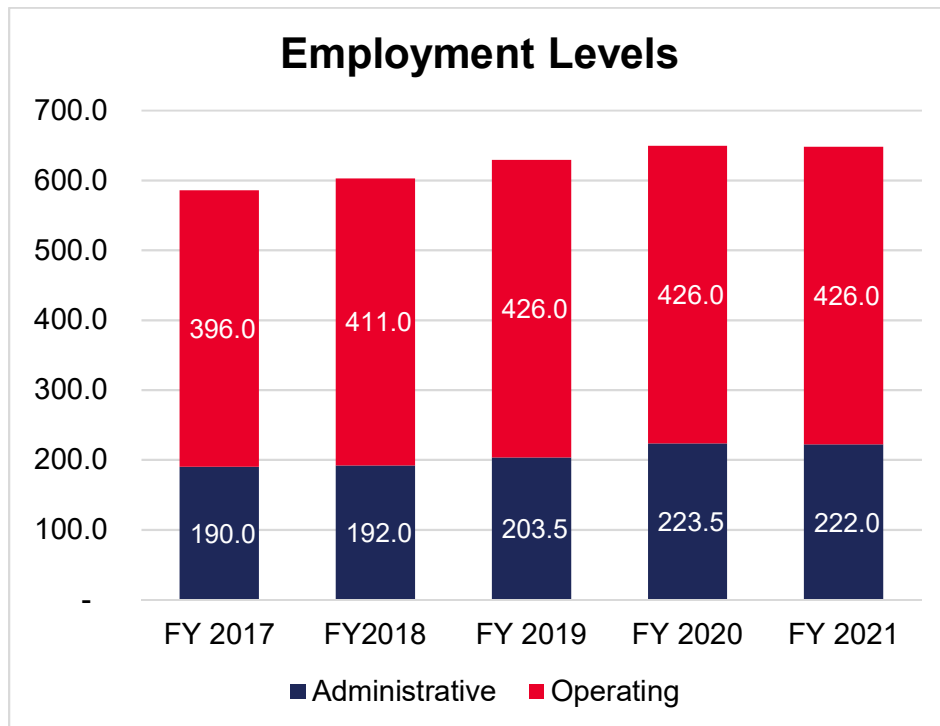
Summary of Positions by Department (in FTE's)

	Fiscal Years	Actual 2019	Actual 2020	Budget 2021
Page 1 Subtotal:		203.5	223.5	222.0
Operating Departments:				
21601	ACCESS Maintenance	16.0	16.0	16.0
21602	Rebuild Engine/Repair	2.0	2.0	2.0
21604	Body Shop	8.0	8.0	8.0
21605	Electronics Shop	11.0	11.0	11.0
21606	Running Repair	34.0	34.0	34.0
21607	Service Rack	30.0	30.0	30.0
21903	ACCESS Operations	51.0	51.0	51.0
22103	Fixed Route Operations	274.0	274.0	274.0
Total Operating:		426.0	426.0	426.0
Grant-funded Program:				
13100	Vanpool	2.0	0.0	0.0
Total Grant-funded:		2.0	0.0	0.0
Total Departments:		631.5	649.5	648.0

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

- **Administration:** The 0.5 increase is due to moving a part-time position from the TEXRail department into the Administration department.
- **Customer Relations:** The 4.5 decrease is due to moving 5 positions into the Envoy department and adding a new part-time position.
- **Envoy Program:** The 5.0 increase is due to moving 5 positions out of the Customer Relations department into the Envoy Program department.
- **Information Technology:** The 1.0 increase is the result of the addition of 2 new positions, which is offset by moving 1 position to the Planning department.
- **Marketing:** The 0.5 decrease is due to the elimination of a part-time position.
- **Planning & Development:** 0.5 decrease is due to the eliminations of a part-time position.
- **Service Scheduling:** The 1.0 decrease is due to the elimination of one position.
- **TEXRail:** The 1.0 decrease is due to moving 1 position into the Administration department and converting it into a part-time position.
- **Bus Operations Administration:** The 1.0 decrease is due to moving 1 position into the Bus Street Operations department.
- **Bus Street Operations:** The 3.0 increase is due to adding 1 position from the Bus Operations Administration department and the addition of 2 new positions.

- **ACCESS Administration:** The 6.0 increase is due to adding 3 positions from the ACCESS Street Operations department and adding 3 positions from the ACCESS Radio Control department due to the elimination of those departments
- **ACCESS Street Operations:** The 3.0 decrease is due to moving 3 positions into the ACCESS Administration department due to the elimination of this department.
- **ACCESS Radio Control:** The 3.0 decrease is due to moving 3 positions into the ACCESS Administration department due to the elimination of this department.
- **Fort Worth Bike Share:** The addition of 6.0 positions is due to the addition of 4 new full-time positions and 4 new part-time positions due to Trinity Metro acquiring Fort Worth Bike Share program.



Capital

Trinity Metro's capital projects are partially funded with federal grants from the Federal Transit Administration. Other capital project funding comes from sales tax revenue, contributions from other entities and local fares. Trinity Metro's capital budget for fiscal 2021 is \$1.1 billion. Trinity Metro's projected capital expenditures for fiscal 2021 are \$72.8 million; and Trinity Metro's share, from local funds, is expected to be \$36.6 million. Our federal capital grant contributions are anticipated to be \$36.2 million.

The capital projects in the fiscal 2021 budget are summarized in the "Capital Budget" section. Capital investment for years beyond fiscal 2021 relate primarily to TRE improvements, replacement of aging buses, maintaining capital assets, and upgrading existing assets.

The largest impact the capital program has on the operating budget is if we do not expend as much as projected. Therefore, the federal reimbursements will be less, and our actual revenue for fiscal 2021 will be less than budget

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Fiscal 2021 Capital Budget

(Amounts in Thousands)

	Total Budget	Federal Share	Partner Contribution	Local Share
FY20 Projects Carried Over:				
<u>Bus / Facilities Maintenance</u>				
FY20 Four BRT and Twenty 40-ft Bus Replacements	\$ 13,997	\$ 11,383	-	\$ 2,614
FY20 Seven (7) ACCESS Vehicle Replacements	962	818	-	144
Grove Street Design and Renovations	9,010	2,000	-	7,010
Underground Fuel Tanks Replacement	248	-	-	248
Re-Key All Buildings	110	88	-	22
<u>Rail</u>				
FY20 and Prior Years TRE Capital Maintenance	17,042	7,799	-	9,243
Trinity Lakes Station	18,331	4,541	-	13,790
TRE Grade Crossings	800	640	-	160
<u>Other</u>				
Automated Fare Collection System	5,271	-	-	5,271
Intelligent Transportation System	3,900	1,000	-	2,900
IT Equipment Replacement - FY18-FY21	334	-	-	334
FY19 Non-Revenue Vehicle Purchase	385	76	-	309
BRT Concept Development	244	-	-	244
DriverMate CAD/AVL	250	-	-	250
HVAC Replacements	132	-	-	132
Bus Stop Manager / Trapeze	143	92	-	51
Modem Upgrade from 3G to 4G	151	-	-	151
Thermal Cameras	133	-	-	133
Articulated Lift Boom	52	-	-	52
Total FY19 Projects Carried Over	\$ 71,496	\$ 28,437	\$ -	\$ 43,059



Fiscal 2021 Capital Budget Continued

(Amounts in Thousands)

	Total Budget	Federal Share	Partner Contribution	Local Share
Page 1 Subtotal	\$ 71,496	\$ 28,437	\$ -	\$ 43,059
FY21 "New" Capital Projects:				
<u>Bus / Facilities Maintenance</u>				
HRP Fire System Upgrade	500	-	-	500
Electric Bus Expansion and Charger	3,361	2,720	-	641
<u>Rail</u>				
TEXRail Capital Maintenance	83	-	-	83
FY21 TRE Capital Maintenance	244	-	-	244
<u>Other</u>				
Cyber Security Server and Firewall Upgrades	1,270	1,080	-	191
Facility Vehicle Replacement	75	-	-	75
Total FY20 "New" Capital Projects	\$ 5,533	\$ 3,800	\$ -	\$ 1,733
<u>TEXRail</u>	1,034,412	531,110	123,830	379,472
Grand Total All Projects	\$1,111,440	\$ 563,347	\$ 123,830	\$ 424,264

Project Title: FY20 Four BRT and Twenty 40-Ft Bus Replacements

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

Schedule of Project Costs:

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

Sources of Funding:

Sales Tax: \$ 2,614,064
Federal: \$ 11,383,074
Other: None



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

Project Title: FY20 Paratransit Vehicle Replacement

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

Schedule of Project Costs:

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

Sources of Funding:

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



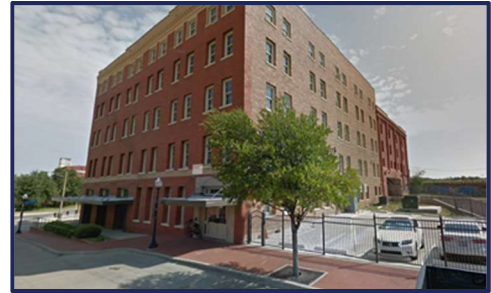
Operating Budget Effect: *Routine capital, federal and local funds, reduced maintenance costs are expected.*

Project Title: Grove St. Design and Renovations

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

Schedule of Project Costs:

Total Budget: \$ 9,009,568
Prior Year Actual Expenses: \$ 613,256
Projected Expenditures (This year): \$ 6,172,825



Sources of Funding:

Sales Tax: \$ 7,009,568
Federal: \$ 2,000,000
Other: None

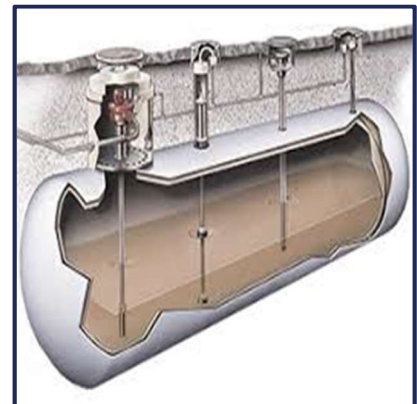
Operating Budget Effect: *Non-routine capital, federal and local funds, expected increase in utilities and maintenance expenses.*

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

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

Schedule of Project Costs:

Total Budget: \$ 247,747
Prior Year Actual Expenses: \$ 147,747
Projected Expenditures (This year): \$ 100,000



Sources of Funding:

Sales Tax: \$ 247,747
Federal: None
Other: None

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

Project Title: Re-Key All Buildings

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

Schedule of Project Costs:

Total Budget: \$ 110,000
Prior Year Actual Expenses: \$ 90,000
Projected Expenditures (This year): \$ 20,000

Sources of Funding:

Sales Tax: \$ 22,000
Federal: \$ 88,000
Other: None



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

Project Title: FY20 and Prior Years TRE Capital Maintenance

Description of Project: This project is for capital maintenance for TRE that was approved prior to FY21 and is currently in progress. The cost for these projects is shared between Trinity Metro and DART. The costs shown below are Trinity Metro's share.

Schedule of Project Costs:

Total Budget: \$ 17,042,196
Prior Year Actual Expenses: \$ 9,299,108
Projected Expenditures (This year): \$ 7,743,088

Sources of Funding:

Sales Tax: \$ 9,243,160
Federal: \$ 7,799,036
Other: None



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

Project Title: TRE Trinity Lakes Station

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

Schedule of Project Costs:

Total Budget: \$ 18,331,167
Prior Year Actual Expenses: \$ 764,817
Projected Expenditures (This year): \$ 7,743,088

Sources of Funding:

Sales Tax: \$ 10,831,167
Federal: \$ 4,500,000
Other: \$ 3,000,000



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

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

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

Schedule of Project Costs:

Total Budget: \$ 800,000
Prior Year Actual Expenses: \$ 403,000
Projected Expenditures (This year): \$ 397,000

Sources of Funding:

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



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

Project Title: Automated Fare Collection System

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

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

Schedule of Project Costs:

Total Budget:	\$ 5,271,444
Prior Year Actual Expenses:	\$ 4,362,827
Projected Expenditures (This year):	\$ 908,617

Sources of Funding:

Sales Tax:	\$ 5,271,444
Federal:	None
Other:	None



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

Project Title: Intelligent Transportation System

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

Schedule of Project Costs:

Total Budget:	\$ 3,900,000
Prior Year Actual Expenses:	None
Projected Expenditures (This year):	\$ 1,708,000

Sources of Funding:

Sales Tax:	\$ 2,900,000
Federal:	\$ 1,000,000
Other:	None



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

Project Title: Miscellaneous Equipment Replacement FY18-FY21

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

Schedule of Project Costs:

Total Budget: \$ 335,546
Prior Year Actual Expenses: \$ 267,596
Projected Expenditures (This year): \$ 65,950

Sources of Funding:

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



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

Project Title: Non-Revenue Vehicle Purchase

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

- Two Shelter Cleaning Trucks \$ 145,000
- Three Electronic Shop Trucks \$ 120,000
- Bus Shop Road Call Truck \$ 120,000

Schedule of Project Costs:

Total Budget: \$ 385,000
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 385,000

Sources of Funding:

Sales Tax: \$ 309,000
Federal: \$ 76,000
Other: None



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

Project Title: BRT Concept Development

Description of Project: This project is for the concept development and sketch planning for the Bus Rapid Transit development on the East Lancaster corridor.

Schedule of Project Costs:

Total Budget: \$ 243,811
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 243,811



Sources of Funding:

Sales Tax: \$ 243,811
Federal: None
Other: None

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

Project Title: Trapeze DriverMate CAD/AVL

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

Schedule of Project Costs:

Total Budget: \$ 250,000
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 250,000



Sources of Funding:

Sales Tax: \$ 250,000
Federal: None
Other: None

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

Project Title: HVAC Rooftop Units Replacements

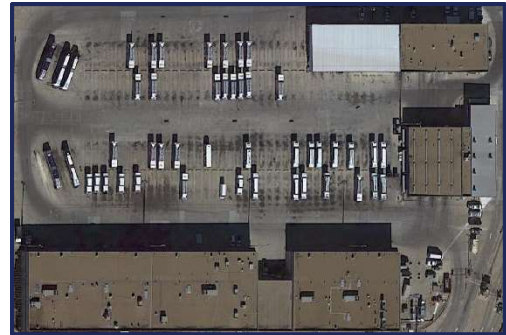
Description of Project: This project is for the replacement of rooftop units for the service station and vehicle maintenance - they are old, damaged, ineffective, and need to be replaced.

Schedule of Project Costs:

Total Budget: \$ 132,327
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 132,327

Sources of Funding:

Sales Tax: \$ 132,327
Federal: None
Other: None



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

Project Title: Bus Stop Manager

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

Schedule of Project Costs:

Total Budget: \$ 143,282
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 143,282

Sources of Funding:

Sales Tax: \$ 51,282
Federal: \$ 92,000
Other: None



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

Project Title: Modem Upgrades

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

Schedule of Project Costs:

Total Budget: \$ 151,233
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 151,233

Sources of Funding:

Sales Tax: \$ 151,233
Federal: None
Other: None



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

Project Title: Thermal Cameras

Description of Project: This project is for the purchase of ten thermographic cameras and equipment in order to measure the temperature of all employees as they enter and exit Trinity Metro’s facilities.

Schedule of Project Costs:

Total Budget: \$ 132,771
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 132,771

Sources of Funding:

Sales Tax: \$ 132,771
Federal: None
Other: None



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

Project Title: Articulated Lift Boom

Description of Project: This project is for the purchases of an articulated lift boom.

Schedule of Project Costs:

Total Budget: \$ 52,371
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 52,371

Sources of Funding:

Sales Tax: \$ 52,371
Federal: None
Other: None



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

Project Title: HRP Fire System Upgrade

Description of Project: This project is for the upgrade to the HRP facility's fire system. The current system is antiquated and parts are hard to obtain and are most commonly rebuilt or refurbished.

Schedule of Project Costs:

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

Sources of Funding:

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



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

Project Title: Electric Bus Expansion and Charger

Description of Project: This project is for the purchase of two additional electric buses and equipment and the construction of a charging station at Fort Worth Central Station.

Schedule of Project Costs:

Total Budget: \$ 3,360,934
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 3,360,934

Sources of Funding:

Sales Tax: \$ 640,934
Federal: \$ 2,720,000
Other: None



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

Project Title: TEXRail Capital Maintenance

Description of Project: This project is for maintenance above and beyond operating maintenance. This work will include the replacement of seven antiquated gate mechanisms and is required to maintain a state of good repair along our alignment.

Schedule of Project Costs:

Total Budget: \$ 82,784
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 82,784

Sources of Funding:

Sales Tax: \$ 82,784
Federal: None
Other: None



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

Project Title: FY21 TRE Capital Maintenance

Description of Project: This project is for capital maintenance for TRE. The work included in this project includes turnout and bridge panel replacements. The cost for these projects is shared between Trinity Metro and DART. The costs shown below are Trinity Metro’s share.

Schedule of Project Costs:

Total Budget: \$ 243,830

Prior Year Actual Expenses: None

Projected Expenditures (This year): \$ 243,830

Sources of Funding:

Sales Tax: \$ 243,830

Federal: None

Other: None



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

Project Title: Cyber Security Server and Firewall Upgrades

Description of Project: This project is to replace the existing Dell server and infrastructure which is reaching its useful life.

Schedule of Project Costs:

Total Budget: \$ 1,270,418

Prior Year Actual Expenses: None

Projected Expenditures (This year): \$ 1,270,418

Sources of Funding:

Sales Tax: \$ 190,563

Federal: \$ 1,079,855

Other: None



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

Project Title: Facilities Vehicle

Description of Project: This project is for the purchase of truck for the facilities department in order to reach transfer and train stations.

Schedule of Project Costs:

Total Budget: \$ 75,000
Prior Year Actual Expenses: None
Projected Expenditures (This year): \$ 75,000

Sources of Funding:

Sales Tax: \$ 75,000
Federal: None
Other: None



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

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GLOSSARY

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

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

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

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

Alight – To get off a transit vehicle.

Allocation – An administrative distribution of funds.

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

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

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

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

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

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

Board – To enter a transit vehicle.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Intermodal – Switching from one form of transportation to another.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Service Area – A geographic area provided with transit service.

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

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

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

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

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

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

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

Vehicle Miles – Number of miles traveled by a vehicle.

Zone Fares – Different fares for different regions of service.

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TRANSIT ACRONYMS

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

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

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

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

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FARES*

SINGLE RIDE FARES

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

MULTI RIDE PASSES

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

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

REGIONAL: ALL SERVICES IN TARRANT, DALLAS AND DENTON COUNTIES

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

TRINITY METRO ACCESS (FORMERLY MITS)

TARRANT COUNTY ONLY

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

***EFFECTIVE NOV. 1, 2018**

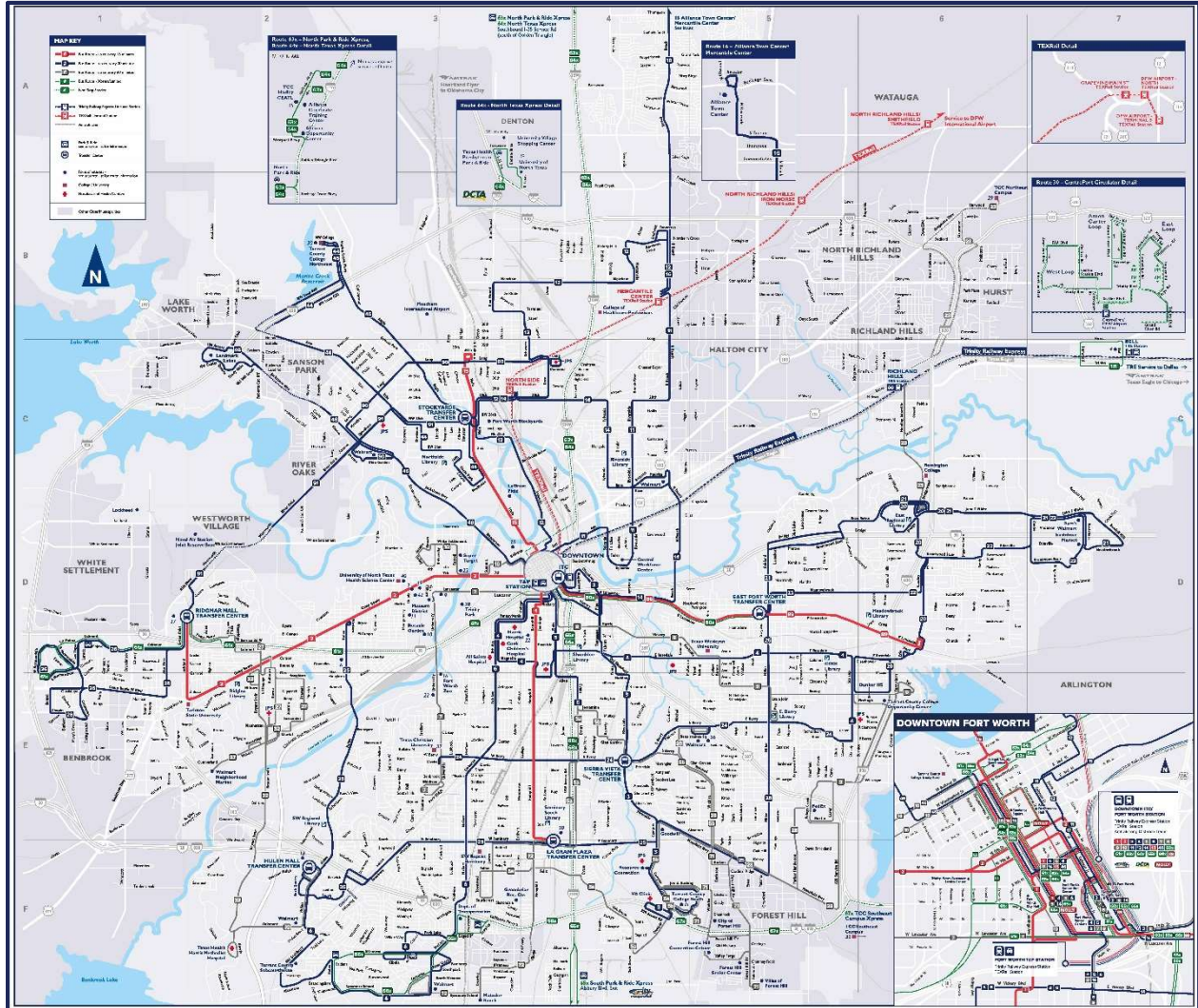
OCTOBER 2018
TRINITY METRO

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

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SYSTEM MAPS

Fixed Route



TEXRail



Trinity Railway Express

