



REFERENCE GUIDE

2022

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FAST FACTS

CHAPTER	FAST FACTS	
Agency Overview		
<ul style="list-style-type: none"> • 11 Board Members • Four member cities paying 0.5 cent sales tax 	<ul style="list-style-type: none"> • Sales Tax Revenue (FY 2020): \$81.3 million • Service Area: 410.12 square miles • Service Area Population: 1,044,827 (2020) 	<ul style="list-style-type: none"> • Regional population: Approx. 7.6 million in 16 counties (2020) • Administrative employees in 2021: 130 • Operations employees in 2021: 761
Ridership		
Mode	FY 2020	FY 2021
Bus	3,898,139	2,952,079
ACCESS	248,851	213,978
TEXRail	340,008	304,545
TRE	1,204,485	749,396
Vanpool	139,535	129,919
Fort Worth Bike Sharing	20,111	18,711
Total Ridership	5,851,129	4,368,628
Key Performance Indicators (2021)		
<ul style="list-style-type: none"> • Annual Bus Revenue Miles: 5,386,660 • Annual ACCESS Revenue Miles: 2,211,603 • Annual TEXRail Revenue Miles: ~4,600,000 	On-Time Performance <ul style="list-style-type: none"> • Bus: 90.1% • TEXRail: 99.8% • TRE: 98.8% 	Farebox Recovery Ratio: <ul style="list-style-type: none"> • Bus: 9.5% • TEXRail: 1.1% • TRE: 12.7%
Vehicle Fleet		
BUS	TEXRAIL	TRE
116 Gillig Low-floor, 40-foot Seating Capacity: 38	8 Stadler FLIRT trainsets Seating Capacity: 229	9 TRE locomotives Vehicle length: 58'2"
5 New Flyer, 40-foot Seating Capacity: 40		17 bi-level coaches Vehicle length: 85 feet
7 NABI Articulated, 60-foot Seating Capacity: 58		Capacity: 152 seats
6 New Flyer, 60-foot Seating Capacity: 57		8 bi-level cab cars Vehicle length: 85 feet
12 Mini Mover Seating Capacity: 14		Capacity: 132 to 138 seats
4 Gillig Low-floor, 35-foot Seating Capacity: 28	ACCESS	Fort Worth Bike Sharing
4 Gillig Low-floor, 29-foot Seating Capacity: 26	31 Glaval cutaway, 30-foot Seating Capacity: 8	275 Traditional Bicycles
4 New Flyer Electric, 35-foot Seating Capacity: 28	7 Starcraft cutaway, 28-foot Seating Capacity: 8	145 Electric-assist Bicycles
	Non-Revenue Fleet: 81	

TRINITY METRO CONTACT INFORMATION

se habla español

CUSTOMER SERVICE

817.215.8600

ridetrinitymetro.org

Contact Form: ridetrinitymetro.org/contact-us/

ACCESS (PARATRANSIT)

817.348.0084

compliance@ridetm.org

ADA & TITLE VI COMPLIANCE

817.215.8700

compliance@ridetm.org

ADMINISTRATIVE OFFICES

817.215.8700

FORT WORTH BIKE SHARING

817.348.0084

fwbikesharing@ridetm.org

LOST AND FOUND

817.215.8600

VANPOOL

817.215.8600

ridetrinitymetro.org/vanpool/

Other Points of Contact

DALLAS AREA RAPID TRANSIT (DART)

214.749.3333

dart.org

DENTON COUNTY TRANSPORTATION AUTHORITY (DCTA)

940.243.0077

dcta.net

NORTH CENTRAL TEXAS COUNCIL OF GOVERNMENTS (NCTCOG)

817.640.3300

nctcog.org

TRINITY RAILWAY EXPRESS (TRE)

817.215.8600 (Trinity Metro Customer Service)

trinityrailwayexpress.org

CHAPTER I: AGENCY OVERVIEW

Introduction and Purpose

The Trinity Metro Reference Guide is designed to serve as a comprehensive resource for staff, agency leadership, and the general public. The data and narratives contained within this Guide will provide readers with quick and up-to-date information on agency operations, finances, and key points of contact, while also ensuring all personnel are equipped with accurate information when serving the public.

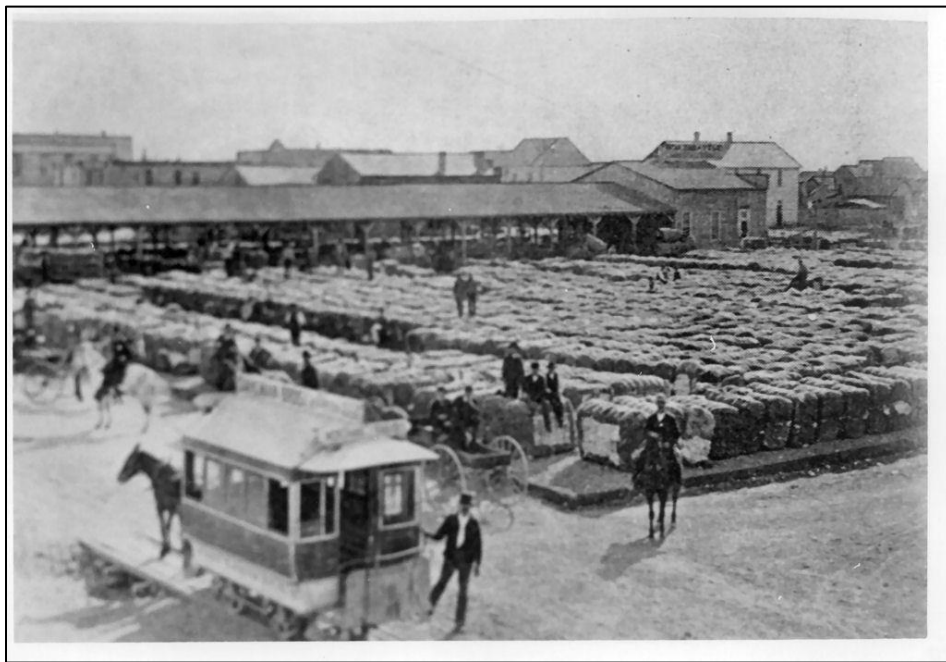
This Guide was created by Trinity Metro's Department of Planning and Development, and combines information from all Trinity Metro units as well as peer agencies and the Federal Transit Administration.

In keeping with the dynamic nature of the communities we serve, this Guide is designed to be updated annually, or upon significant changes to agency operations. Copies will be made available to agency leadership, all agency personnel, key community stakeholders, and the general public via ridetrinitymetro.org.

***A note on accessibility: As a public agency, Trinity Metro strives to make information accessible to all. Wherever possible, materials in this document are illustrated in colors and patterns visible to readers with a color blindness. In addition, the PDF is in compliance with Section 508 of the Americans with Disabilities Act. It is also designed to be easily printed in either full-color or black and white, with no loss of legibility.*

A History of Public Transportation in Fort Worth, Texas

On December 27, 1876, fewer than thirty years after Fort Worth's founding, a single mule (whose name has since been lost to history) pulled Fort Worth's first streetcar down fresh tracks built into Main Street, and the city's relationship with public transportation was born. The mule's employer was the Fort Worth Street Railway Company, and the new streetcar line was hailed as the latest proof that Fort Worth had indeed become a "real metropolis." The city's initial streetcar line ran roughly one mile, from the Tarrant County Courthouse to the original T&P Station at Main and Lancaster. The mule-drawn streetcars would make over 150 trips per day, carrying just under 500 passengers each day. The fare was five cents, and the Fort Worth Street Railway Company's initial profits were \$7,200 per year. Pilots (as operators were called at the time) earned approximately \$1 per day (roughly \$27 today) for a sixteen-hour work day. The rail-based transportation quickly proved popular among residents, as Fort Worth's streets were unpaved at the time, and riding on steel rails gave a cleaner and smoother means of transportation.



Battle's Cotton Yard (Main and 14th streets) and a mule-drawn streetcar, 1880s. Photo courtesy of Tarrant County College.

The initial mile of track quickly expanded into a network of streetcar lines operated by several small companies, and the system was one of the first in the Southwest to be electrified in 1889. The system's many private operators organized a multi-year investment effort to purchase a new electric-powered fleet, and the project was treated as a citywide achievement when the new cars were placed into revenue service – similar to how the region felt at the launch of TEXRail over a century later. As in other

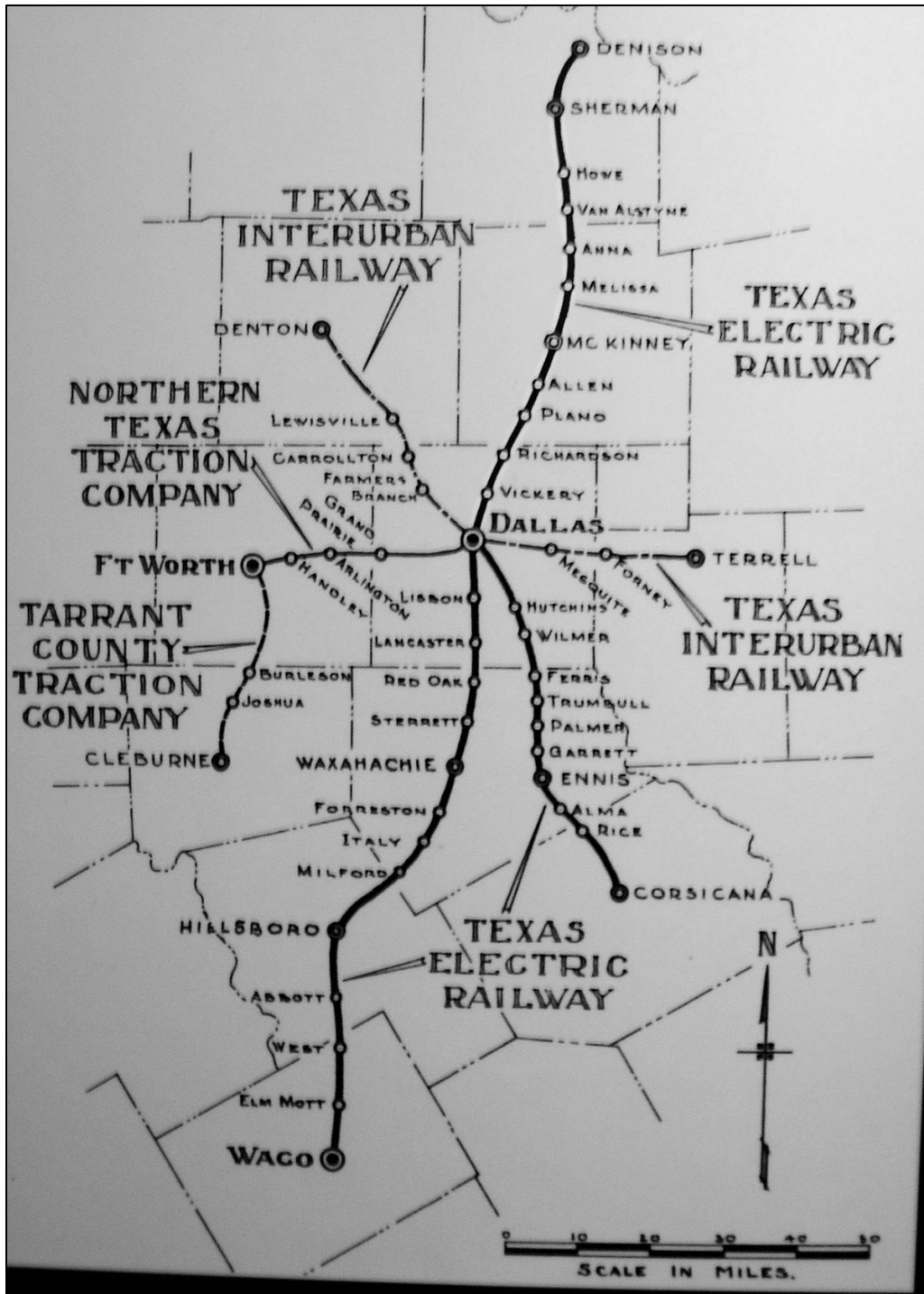
cities of this era, streetcar tracks became a magnet for private development, and many of Fort Worth's early land tycoons made their fortunes by following the streetcar's growth. By the 1890s, the streetcar system's many small operators had consolidated into one unit that was eventually purchased by the North Texas Traction Company (NTTC). This operator would eventually manage 84 miles of streetcar track in Fort Worth, and built the fabled Interurban Line between Dallas and Fort Worth in 1902. A railcar from the Interurban – the *Crimson Limited* – is on display at Fort Worth Central Station as a monument to the city's rail heritage.



*An Interurban streetcar turning from Main onto Lancaster in downtown Fort Worth, on its way to Dallas.
Photo courtesy of the UT-Arlington Library.*

The NTTC became a Fort Worth institution in its own right, boosting community pride and weaving itself into the fabric of the built environment. For example, the East Side neighborhood of Stop 6 takes its name from the sixth stop of the Interurban line at Rand Street. In the early 1920s, NTTC painted several of its streetcars in the colors of local schools and universities. By the end of the 1920s, NTTC also operated its first gas-powered revenue vehicles – Texas Motorcoaches – which ran express bus service between Fort Worth and Dallas in parallel to the Interurban Line. As with many other privately-held transit providers of this era, NTTC revenues were severely impacted by the Great Depression. It declared bankruptcy in 1938, and was reorganized with

investments from area utility providers into the Fort Worth Transit Company (FWTC), which remained a private operator owned by some of the city's largest companies.



The NTTC's Interurban Line was one of several similar railroads linking the region by the 1920s, as illustrated here. Photo courtesy of the UT-Arlington Library.

One of the FWTC's first tasks was the widespread introduction of buses into Fort Worth's transit network, which it undertook throughout the 1940s. World War II produced great demand for transit services in Fort Worth. The area's many defense plants required round-the-clock shifts of workers, and wartime fuel and rubber rationing drove unprecedented demand for public transportation. The region's prosperity continued in the Postwar period, and by 1949, the FWTC was running 246 buses on nearly 200 route-miles of city roads. Ridership at the time was approximately 116,000 passengers per day.

FWTC discontinued the last of its streetcars in 1950, giving the final run a public sendoff in a ceremonial ride attended by several pilots of the original mule-drawn vehicles. Streetcar tracks throughout the city were removed or paved over, but remnants of the regional Interurban Line were left in place and some segments are still intact (though long abandoned) as of 2022. FWTC continued to operate its bus fleet as a private enterprise until 1972, when Fort Worth voters approved a bond issue to purchase the FWTC system and repurpose it as a city-operated public transit system. This transition was completed by 1978, when the system was rebranded as City Transit Service (CITRAN). A sister service, the Surface Transportation Service (SURTRAN), was operated jointly with the City of Dallas and served DFW Airport, Arlington, and its two parent cities.



A CITRAN bus at Throckmorton Avenue and West 9th Street, 1978. Photo courtesy of Mel Bernero.

In 1983, just as voters elsewhere in the Metroplex were acting to create Dallas Area Rapid Transit (DART), voters in Fort Worth approved the formation of a single public transit agency to unify CITRAN, SURTRAN, MITS, and Tarrant County's carpool/vanpool programs. This new agency – called the Fort Worth Transportation Authority (FWTA) – was initially dubbed “The T.” The T was designed to be funded by a half-cent sales tax levied within its member communities. Initially, only Fort Worth paid into this system, but Lake Worth joined in 1991, followed by Blue Mound and Richland Hills in 1992. Lake Worth departed the system in 2003, and Richland Hills voters elected to leave the system in 2016. North Richland Hills voted to join the system in 2018. Through this process of voter approvals, the State of Texas in 1983 granted FWTA formal authority to operate regional public transit as a special purpose transportation agency. FWTA remains independent of its member cities, and reports to an eleven-member Board of Directors made up of area residents and elected officials. Eight are appointed by the Fort Worth City Council, and three are appointed by the Tarrant County Commissioners Court.

In addition to bus, paratransit, and carpool/vanpool programs, FWTA returned to its rail roots in 2001 with the launch of the Trinity Railway Express (TRE) between downtown Fort Worth and downtown Dallas. The TRE is jointly owned with DART, runs largely on old freight tracks, and represents a spine of regional transit integration for both agencies.

Agency growth was again accelerated in August of 2016, when FWTA broke ground on TEXRail, its second commuter line and the first to be owned and operated solely by the FWTA. TEXRail's original 27-mile alignment opened in January of 2019, and connected Fort Worth T&P Station with DFW Airport, serving Grapevine and North Richland Hills along the route. Agency planners immediately began planning future expansions of the initial TEXRail route, and positioned the line to play a central role in Fort Worth's transportation future.

In January of 2018, the FWTA's Board of Directors voted to rebrand the agency to “Trinity Metro” and to broaden the agency's community purpose from bus-based transportation toward a fully multimodal system incorporating buses, rail, vanpool, trolleys, bike sharing, and shared-mobility systems that incorporate the latest technologies in order to meet the changing needs of one of America's fastest-growing major cities.

*** Historical details and images of Fort Worth transportation were provided chiefly by the Jack White Archive of Fort Worth Photographs and its supporting materials, housed at the UT-Arlington Library. The agency thanks them for their support in this effort.*

Our Vision

Our vision is to provide transit services that make Tarrant County more livable and support continued economic growth.

Our Mission

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 to drive economic development in our region.

Agency Goals and Performance Indicators

The Business Plan for FY 2022 was developed through a series of meetings and visioning sessions, and included planning sessions with Trinity Metro's President/CEO and Senior Staff. During those gatherings, priorities were outlined, which assisted in the development of goals for FY 2022 and its related 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
- Key Performance Indicators: Growth in the diversity of agency funding sources, both governmental and nongovernmental

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
- Key Performance Indicators: System ridership, SEO visibility score, quantity and depth of agency-business partnerships

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
- Key Performance Indicators: Customer satisfaction scores, system ridership, and agency safety ratings

Maintain a 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
- Key Performance Indicators: Employee satisfaction survey scores, Open FTE ratio, work quality assessment scores

In addition to these broader agency goals, there were several short-term operational and financial guidelines of Trinity Metro that guided the development of the FY 2022 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.

Trinity Metro Board of Directors, 2022



Jeff Davis
Chairman



Tito Rodriguez
Vice Chairman



Teresa Ayala
Member



Michael Crain
Member



Charles Edmonds
Member



Nicolo Genua
Member



Alan Hooks
Member



Sharla Horton-Williams
Member



Chris Nettles
Member



Benjamin Robertson
Member



Paul Slechta
Member

Agency Leadership

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

The Modes of Trinity Metro

Although known primarily for its rail and fixed-route bus services, Trinity Metro actually manages nine distinct programs using several modes of transportation. Some programs, like fixed-route buses and rail, have been a traditional backbone of public transit for generations. Others, like bike sharing and ZIPZONE, have only recently blossomed due to broad adoption of personal technology, such as GPS and smartphones. Each mode is briefly described below, and each contributes to the large and growing menu of mobility services offered by Trinity Metro in 2022.

Fixed-Route Bus

Fixed-route buses are the lifeblood of Trinity Metro's daily transportation service, and provide essential connectivity across most of the service area's residential and employment clusters. Subsequent to the *A Better Connection* system redesign in late 2021, Trinity Metro operates a total of thirty-nine fixed bus routes: Twenty-seven traditional bus routes, seven express bus routes, and five special services (two of which are described below in this section). These routes utilize the agency's fleet of CNG-powered buses, drive on predetermined routes using city streets and major highways, and generally board/disembark passengers at designated bus stops along their routes. Fixed-route buses generally offer a 15- or 30-minute headway. Core bus routes operate 7 days a week, while some of the express or special services operate on a reduced weekday-only schedule. Buses generally enter service at approximately 5 a.m., and most terminate service between 10 p.m. and midnight. Trinity Metro buses are painted a light gray color, with red and blue accents.

Molly the Trolley (special bus service)

One of the special fixed-route services, Molly the Trolley, serves as a simple circulator to connect downtown Fort Worth's essential convention/entertainment venues (including Sundance Square) with nearby hotels. Thanks to contributions from area businesses and organizations, Molly operates free of charge for all riders, and serves a robust blend of workers, restaurant patrons, and convention visitors. Molly circulates on a 15-minute headway, seven days a week, between 10 a.m. and 10 p.m. The Molly vehicles are painted a distinctive dark green color, evoking vintage rail trolleys.

The Dash (special bus service)

The newest special fixed-route bus, as of 2022, is The Dash. This route utilizes the agency's newest electric-powered buses (with USB charging ports at most seats), and connects downtown Fort Worth with the Cultural District and the West 7th Street entertainment corridor. Like its sister Molly, The Dash is sponsored by several Fort Worth businesses and cultural institutions, and is geared toward locals as well as visitors. The Dash circulates on a 15-minute headway, seven days a week, between

9:30 a.m. and 10:45 p.m. (Sunday-Thursday), with extended service until 12:40 a.m. on Fridays and Saturdays. The Dash is painted in a special bright red livery for quick identification.

TEXRail

Launched in January of 2019, TEXRail brought Trinity Metro its first wholly-owned rail system in the agency's history. This 27-mile commuter rail line extends from downtown Fort Worth to Dallas/Fort Worth International Airport, serving several stations along the alignment in northeast Tarrant County. TEXRail utilizes a dedicated rail right-of-way, and uses a fleet of Stadler FLIRT 3 trainsets, each of which is powered by advanced diesel engines optimized for a quiet and smooth passenger experience. TEXRail's initial alignment of 27 miles serves nine stations on a 30-minute headway, seven days a week, between approximately 3:30 a.m. and 2:00 a.m. This almost round-the-clock service enables riders of all trip types to rely on TEXRail as a safe, clean, and efficient means of travel. TEXRail trainsets are painted in a light gray livery with red and blue accents, similar to the fixed-route bus fleet.

Trinity Railway Express (co-owned with DART)

The Trinity Railway Express (TRE) is a 34-mile commuter rail line connecting downtown Fort Worth, downtown Dallas, and points in between. The TRE is jointly owned by Trinity Metro and Dallas Area Rapid Transit, each of whom share responsibility for five stations on their half of the TRE's ten-station alignment. Trains are operated by Herzog, Inc. – a full-service rail contractor. The TRE launched initial service in late 1996, and reached its full buildout in 2001. The system utilizes its own rail right-of-way, and operates a blended fleet of General Electric locomotives and Bombardier Bi-Level Coaches. The TRE serves ten stations on a 30-minute (peak) or 60-minute (off-peak) headway, Monday through Friday. Weekday service runs from approximately 4:00 a.m. to 11:00 p.m. (with partial service continuing until 2:00 a.m. Saturday service runs on a 60-minute headway, with service running from approximately 5:30 a.m. to midnight (with partial service continuing until 1:20 a.m.). TRE railcars are painted in a unique livery depicting a stylized Texas flag.

ACCESS

ACCESS (formerly known as MITS) is Trinity Metro's designated paratransit or demand-response transportation service, which serves qualifying passengers with special needs. This program offers door-to-door transportation service within the boundaries of Fort Worth, Blue Mound, and River Oaks. Specially trained drivers assist passengers with using the service, helping to ensure that people of all ages and mobility levels are able to live dignified, independent lives in the community. ACCESS services are available via a passenger screening/verification process that assesses their need for the service.

ACCESS operates seven days a week on an appointment basis. Vehicles are painted in a gray-over-blue livery, and feature mobility-assist ramps for ease of access.

Fort Worth Bike Sharing

Fort Worth Bike Sharing is another recent addition to the Trinity Metro family of services, with full integration still in process as of late 2021. Originally an independent operation in Fort Worth, FWBS was adopted by Trinity Metro through board action in late 2020 and merged into the agency's broader mobility offerings. FWBS operates over 400 bicycles at 52 stations across Fort Worth. Riders unlock a bicycle using the B-Cycle app on their smartphone – or via the kiosk at many stations – and return the bicycle to any station when they are finished riding. Charges are billed to the rider's linked credit/debit card. FWBS offers two types of bicycle: Traditional bicycles, which are painted red; and electric-assist bicycles (e-bikes), which are painted white.

Vanpool

Trinity Metro's Vanpool program organizes area commuters (groups of 5-14 per vehicle) into shared-use groups that use a dedicated vehicle to travel to and from work. Individuals need only live and/or work in the same general vicinity for an efficient group commute to function. This has the impact of taking multiple vehicles off the region's roadways each day, and allows participants to commute in a more relaxed, social atmosphere. Vanpool services may originate in one of nine regional counties (excluding Dallas and Denton Counties), and the destination/workplace may be any location within the Dallas-Fort Worth region. Vehicles are owned and maintained by Commute with Enterprise (a division of Enterprise Rent-a-Car), and participants pay a monthly fee to use the vehicle. Fuel and maintenance fees are included in the monthly fee. Vanpool vehicles range in size from a crossover SUV to a larger passenger van, and consist of commercially-available models indistinguishable from other vehicles on the road.

ZIPZONE

ZIPZONE is a ridesharing transportation program that uses smartphone technology and a fleet of dedicated vehicles to provide trips within specific service boundaries. The service is designed to offer quick, flexible mobility as a complement or replacement for traditional, fixed-route transit. Customers request rides through the smartphone app or by phone, and select an origin and destination point for nearly door-to-door travel. The program is administered by Trinity Metro and two private-sector partners (Via and Lyft), and serves four designated geographic areas in greater Fort Worth. Riders pay a flat fee to use the service, and most ZIPZONE fares are included with Trinity Metro's multi-ride passes. ZIPZONE services are provided on-demand, and availability varies for each of the four zones.

Congressional Delegation

Since the 2021 redistricting cycle in Texas, Trinity Metro’s service area now includes portions of four congressional districts within Tarrant County. The agency is also represented in the U.S. Congress by Texas’ two U.S. Senators.

Member	District
Senator John Cornyn	TX – Statewide
Senator Rafael “Ted” Cruz	TX – Statewide
Representative Jake Ellzey	TX-06
Representative Kay Granger	TX-12
Representative Beth Van Duyne	TX-24
Representative Marc Veasey	TX-33

Service Area Demographics

Trinity Metro’s service area includes the cities of Fort Worth, Blue Mound, Grapevine, and North Richland Hills, all located in Tarrant County, an urbanized county located in north-central Texas. The area encompasses 343.44 square miles. According to the U.S. Census Bureau, Tarrant County’s 2020 population was 2,110,640. The Texas Demographic Center projects Tarrant County’s 2022 population to be 2,214,148. Tarrant County is the third-most populous county in the state of Texas, behind Dallas and Harris Counties, and has a population density of 87.4 people per square mile.

Key Demographics of Tarrant County, 2020

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

Source: U.S. Census Bureau, 2021.

As the table below indicates, Tarrant County’s resident population comes from a variety of cultural backgrounds, affording Trinity Metro a diverse pool of potential daily riders.

Racial and Ethnic Makeup of Tarrant County, 2020

Racial/Ethnic Group	Percentage
White alone (a)	73.6%
Black or African American alone (a)	17.1%
American Indian or Alaska Native alone (a)	0.9%
Asian alone (a)	5.7%
Native Hawaiian or Other Pacific Islander (a)	0.2%
Two or More Races	2.5%
Hispanic or Latino (b)	28.9%
White, not Hispanic or Latino	46.8%

Source: U.S. Census Bureau, 2021.

(a) Includes persons reporting only one race

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

Major Area Employers

From its early life as a commercial anchor of the American West, Fort Worth grew into a diverse and modern economic powerhouse for Texas and the Southwest. Today, Fort Worth is home to a diverse spectrum of businesses. Cattle and agriculture, health care, education, and aerospace/defense firms all play a major role in the economic vitality of the County. Tarrant County is home to over 173,389 companies, with about 80,000 of those companies based in the city of Fort Worth. 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, Range Resources, Cook Children’s Hospital, and many more.

Employment growth in the region continues to be strong across key sectors. According to the Bureau of Labor Statistics, local nonfarm employment rose 5.5% between September, 2020 and September, 2021.

Largest Employers in Tarrant County, 2020

Employer	Location	Employees
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
U.S. Department of Defense	Fort Worth	10,000
Arlington ISD	Arlington	8,500
University of Texas at Arlington	Arlington	7,311
JPS Health Network	Fort Worth	6,500
City of Fort Worth	Fort Worth	6,161
Cook Children’s Health Care System	Fort Worth	6,042
Tarrant County College	Fort Worth	5,999
Alcon Laboratories, Inc.	Fort Worth	5,393
Bell Textron, Inc.	Fort Worth	4,953
BNSF Railway	Fort Worth	4,500
Tarrant County Government	Fort Worth	4,310
General Motors	Arlington	4,125

Source: Fort Worth Chamber of Commerce – Economic Development.

Fare Structure

TICKETS



Single Ride Tickets

EFFECTIVE JAN. 10, 2021

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
TEXRail – Local (all stations)	\$2.50
TEXRail – Local Reduced (all stations)	\$1.25
TRE – Local (West Zone to CentrePort)	\$2.50
TRE – Local Reduced (West Zone to CentrePort)	\$1.25
ZIPZONE – Local*	\$1–\$3
ZIPZONE + One – Local* (includes one additional rider)	\$4.50

*Excludes Alliance ZIPZONE.

Multi Ride Tickets

	1-Day	7-Day	Monthly	Annual
Local	\$5	\$25	\$80	\$800
Local – Reduced	\$2.50	\$12.50	\$40	\$400
Regional	\$12	N/A	\$192	\$1920
Regional – Reduced	\$3	N/A	\$48	\$576

Local: Trinity Metro buses, TEXRail, ZIPZONE* and TRE West Zone to CentrePort.

*Excludes Alliance ZIPZONE.

Regional: All services in Tarrant, Dallas and Denton Counties. Regional tickets do not include ZIPZONE services.

Reduced: Available (with valid ID) for seniors 65+, persons with disabilities, Medicare card holders and youth ages 5–19. No ticket needed for children 4 and under.

ACCESS Tickets

	Single Ride	10 Ride Book
ACCESS Vans	\$4	\$40
ACCESS on Local Bus	\$1	N/A
ACCESS personal care attendant (on Local Bus)	\$1	N/A

Trinity Metro Employees

Trinity Metro employs a large and growing team with diverse skills and abilities. Employees in the bus operations division constitute the largest working group at Trinity Metro. This category includes bus operators, mechanics and service technicians, dispatchers, and cleaning/fueling technicians. The working group for rail operations constitutes a similarly diverse group of workers. Fewer trains may mean fewer drivers than the bus fleet, but the agency still devotes considerable staffing to the clean and safe operation of its rail assets. Finally, the administrative category constitutes the many job categories that oversee Trinity Metro’s support functions as a public transit provider. This category includes workers ranging from accountants to long-range planners, and from senior executives to customer service representatives. As stewards of public funds and the public trust, Trinity Metro strives for efficiency and cost savings wherever possible, And the ratio of administrative staff to frontline operations staff is a key illustration of this commitment in action.

Trinity Metro Employees by Category, 2020-2021

Division	Full-Time Salaried		Full-Time Hourly	
	FY 2020	FY 2021	FY 2020	FY 2021
Operations – Bus*	58	55	575	550
Operations – Rail**	12	14	154	142
Administrative	79	79	51	79
Total	149	148	780	771

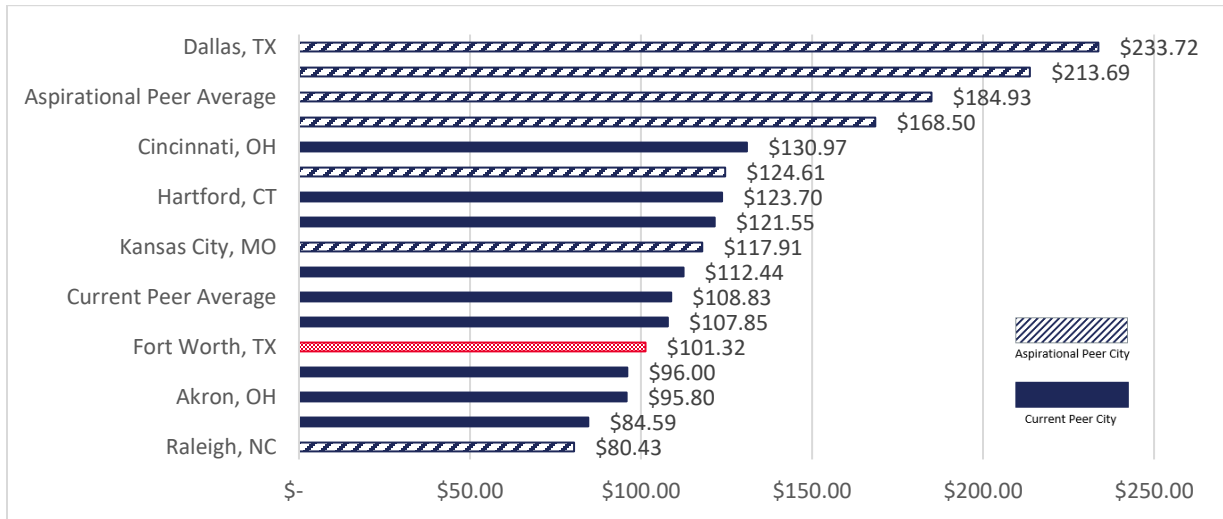
*Figures include employees of McDonald Transit, a contracted bus service provider.

** Figures include employees of Herzog, a contracted rail service provider.

Peer Agency Comparisons

Trinity Metro’s senior management keeps in regular contact with colleagues at peer agencies across the United States, in order to share professional knowledge but also to compare agency performance on selected operational factors. As seen on the following table, Trinity Metro management considers the agency to have peers of two types: Current Peers (agencies of roughly the same operational scale) and Aspirational Peers (agencies of a larger and more robust operational scale). Per the comparison of Operating Expenses per Capita, Trinity Metro is generally a leaner, less costly operation than many of its peers nationwide. Agency leadership considers this an indicator of efficiency in both cost controls and in operations, as it illustrates how Trinity Metro can provide a similar degree of transit service as its peer agencies at a considerably lower per-person cost.

Comparison of Selected Transit Agencies' Total Operating Expenses per Capita, 2020



Source: National Transit Database, 2021.

Comparison of Peer Agencies' Key Performance Measures, 2020

PERFORMANCE MEASURE	Trinity Metro (Fort Worth)	SORTA (Cincinnati)	CT Transit (Hartford, CT)	GDRTA (Dayton, OH)	IndyGo (Indianapolis)	TARC (Louisville, KY)	JTA (Jacksonville)	METRO RTA (Akron, OH)	ABQ RIDE (Albuquerque)
Service Area (sq. Mi.)	350	289	664	274	396	357	1,531	420	235
Service Area Population	879,939	744,901	851,535	559,062	928,281	806,893	1,223,991	541,013	661,629
Annual Vehicle Revenue Miles									
Bus	4,957,570	8,172,528	8,784,068	5,222,227	7,876,911	6,603,057	8,021,299	3,363,548	4,508,056
Commuter Rail	3,725,959	--	--	--	--	--	--	--	948,235
Demand Response	2,343,601	820,469	--	1,316,003	1,750,844	4,524,288	3,287,276	1,341,639	1,858,025
Annual Vehicle Revenue Hours									
Bus	378,026	630,330	699,568	338,103	580,114	533,596	565,309	263,027	339,075
Commuter Rail	181,485	--	--	--	--	--	--	--	25,370
Demand Response	168,620	54,807	--	94,729	124,137	298,931	189,662	96,639	101,824
Annual Unlinked Trips									
Bus	3,898,139	7,315,465	12,405,194	4,462,605	4,727,232	8,224,515	6,936,013	3,128,383	6,825,435
Commuter Rail	1,514,927	--	--	--	--	--	--	--	516,082
Demand Response	248,851	102,269	--	149,449	167,217	486,912	296,247	171,341	196,386
Annual Passenger Miles									
Bus	16,092,195	41,086,546	84,769,650	33,805,776	22,209,823	34,358,915	43,475,720	13,977,760	24,138,025
Commuter Rail	27,283,340	--	--	--	--	--	--	--	24,052,625
Demand Response	2,404,946	903,035	--	1,225,318	2,034,638	4,769,625	3,120,110	983,730	2,110,778
Vehicles Available for Maximum Service									
Bus	165	356	298	145	161	231	226	142	155
Commuter Rail	66	--	--	--	--	--	--	--	31
Demand Response	88	56	--	74	84	172	138	112	84
Operating Expenses									
Bus	\$ 47,021,151	\$ 90,399,833	\$ 95,546,800	\$ 43,993,385	\$ 86,088,191	\$ 70,851,737	\$ 90,728,679	\$ 39,604,193	\$ 39,368,025
Commuter Rail	\$ 60,698,098	--	--	--	--	--	--	--	\$ 29,519,620
Demand Response	\$ 16,528,760	\$ 7,156,863	--	\$ 12,436,602	\$ 10,130,004	\$ 16,171,962	\$ 16,386,250	\$ 12,223,197	\$ 11,431,071
Fare Revenues									
Bus	\$ 4,102,140	\$ 13,877,856	\$ 10,042,185	\$ 4,904,015	\$ 4,559,013	\$ 7,636,726	\$ 8,022,550	\$ 1,949,348	\$ 2,464,623
Commuter Rail	\$ 7,298,418	--	--	--	--	--	--	--	\$ 1,344,128
Demand Response	\$ 895,744	\$ 412,526	--	\$ 519,717	\$ 628,756	\$ 1,363,172	\$ 900,701	\$ 1,094,015	\$ 292,956
Farebox Recovery Ratio									
Bus	13.1%	15.4%	10.5%	11.1%	5.3%	10.8%	8.8%	4.9%	6.3%
Commuter Rail	12.0%	--	--	--	--	--	--	--	4.6%
Demand Response	8.4%	5.8%	--	4.2%	6.2%	8.4%	5.5%	9.0%	2.6%

Peer Agencies were selected based on a similar Service Area Population to Trinity Metro's Service Area. Trinity Metro's "Commuter Rail" mode includes the Trinity Railway Express, which it co-owns with Dallas Area Rapid Transit.

Source: National Transit Database, 2021.

CHAPTER II: RIDERSHIP

Trinity Metro’s ridership on all modes held relatively steady in the years immediately preceding the COVID-19 pandemic, which began to affect the nation’s transportation system in March of 2020. The nature and length of that ongoing pandemic has had a measurable and strong impact on ridership across all modes. In keeping with the industry standard on reporting COVID-19 ridership figures, a supplemental section later in this chapter describes the pandemic’s effect on ridership in greater detail.

Trinity Metro Ridership for all Modes, 2018 - 2021

	FY 2018	FY 2019	FY 2020	FY 2021
Bus	5,167,338	5,039,309	3,898,139	2,952,079
ACCESS	362,051	352,116	248,851	213,978
TEXRail	--	407,444	340,008	304,545
TRE	1,941,280	1,960,640	1,204,485	749,396
Vanpool	210,232	190,502	139,535	129,919
Bike Sharing	13,126	14,206	20,111	18,711

Source: Trinity Metro Planning Department, 2021.

Bus Ridership

Bus System Ridership, 2019-2021

	FY 2019	FY 2020	FY 2021
Annual Ridership	5,039,309	3,898,139	2,952,079
Average Weekday Ridership	16,451*	12,266	9,391
Average Saturday Ridership	9,676*	8,316	6,555
Average Sunday Ridership	6,355*	5,545	4,221

Source: Trinity Metro Planning Department, 2021.

*Estimated Ridership

Most Popular Bus Routes, 2020

Rank	Route	Route Name	Average Daily Trips in FY 2020
1	89	The Spur/East Lancaster	2,152
2	2	Camp Bowie	1,457
3	1	Hemphill	1,315
4	25	Miller/East Seminary	820
5	6	8 th Avenue/McCart	657

Source: Trinity Metro Planning Department, 2021.

TEXRail Ridership

TEXRail Ridership, 2019-2021

	FY 2019	FY 2020	FY 2021
Annual Ridership	407,444	340,008	304,545
Average Weekday Ridership	1,417	910	797
Average Saturday Ridership	2,047	1,115	1,081
Average Sunday Ridership	1,645	883	819

Source: Trinity Metro Planning Department, 2021.

TEXRail Ridership by Station, 2019-2021

Station	FY 2019			FY 2020			FY 2021		
	Average Weekday	Average Saturday	Average Sunday	Average Weekday	Average Saturday	Average Sunday	Average Weekday	Average Saturday	Average Sunday
DFW Airport Terminal B	318	346	349	229	204	238	207	185	230
DFW Airport North	21	25	18	13	11	7	12	12	7
Grapevine / Main	221	451	298	109	221	119	101	256	133
NRH / Smithfield	196	288	224	107	149	92	87	153	87
NRH / Iron Horse	93	139	111	69	81	60	64	82	54
Mercantile Center	67	64	54	60	53	42	58	53	35
North Side	53	83	76	35	45	34	32	41	29
Fort Worth Central	247	341	274	153	185	157	122	152	121
Fort Worth T&P	201	311	241	134	165	136	115	147	123

Source: Trinity Metro Planning Department, 2021.

ACCESS Ridership

Trinity Metro's ACCESS paratransit service, previously known as MITS, offers door-to-door transportation for qualifying passengers within the service areas of Fort Worth, Blue Mound, and River Oaks. Services are operated seven days a week, and are available by appointment.

ACCESS Ridership, 2019-2021

	FY 2019	FY 2020	FY 2021
Annual Ridership	352,113	248,851	213,978
Average Weekday Ridership	1,238	851	728
Average Saturday Ridership	412	372	350
Average Sunday Ridership	259	191	174

Trinity Metro Operations Department, 2021.

Vanpool Ridership

Trinity Metro's Vanpool program offers a transportation alternative for commuters, usually groups of 5+ who live and work near each other. Vanpool provides these groups of commuters with a dedicated vehicle (ranging in size from a minivan or mid-sized SUV to a large passenger van), which they then use to commute to and from their workplace(s) as a group. Each participant in the vanpool pays a fraction of the vehicle's monthly cost as a flat fee. Trinity Metro covers the cost of fuel, as well as all maintenance costs. Trinity Metro partners with Commute with Enterprise (a division of Enterprise Rent-a-Car) for fleet management services and vehicles.

Vanpool Ridership, 2018-2021

	FY 2018	FY 2019	FY 2020	FY 2021
Annual Ridership	210,232	190,461	139,535	129,919
Average Weekday Ridership	798	737	525	476
Number of Vanpools	84	75	77	70

Trinity Metro Vanpool Program, 2021.

Bike Sharing Ridership

Fort Worth Bike Sharing is the only self-service mode offered by Trinity Metro. All bicycles are available for customer use 24 hours a day, 7 days a week, 365 days per year. The bicycles are almost entirely self-service, and customers are expected to ride from one docked station to another elsewhere.

Bike Sharing Ridership, 2018-2021

	FY 2018	FY 2019	FY 2020	FY 2021
Total Annual Ridership	42,613	56,348	81,434	84,073
Ridership Share – Classic Bicycle	45,339	39,075	49,730	30,477
Ridership Share – Electric Bicycle	--	17,273	31,704	53,596

Source: Fort Worth Bike Sharing, 2021.

TRE Ridership

The Trinity Railway Express (TRE) operates a weekday and Saturday schedule, with no service on Sundays. Weekday service generally operates on a 30-minute (peak) schedule and a 60-minute (off-peak) schedule. Saturday service uses a 60-minute schedule with no peak periods. Ridership data for the TRE are maintained by Dallas Area Rapid Transit.

TRE Ridership, 2018-2021

	FY 2018	FY 2019	FY 2020	FY 2021
Annual Ridership	~2.0 million	~1.8 million	~1.2 million	~0.8 million
Average Weekday Ridership	7,000	6,438	4,284	2,763
Average Saturday Ridership	3,060	3,147	2,767	1,803

Source: DART Planning and Development Department – Service Planning FY18, FY19, FY20, FY21 Ridership Reports.

TRE Ridership by Station, 2018-2021

Station	FY 2018		FY 2019		FY 2020		FY 2021	
	Average Weekday	Average Saturday	Average Weekday	Average Saturday	Average Weekday	Average Saturday	Average Weekday	Average Saturday
Centre Port / DFW	860	340	789	307	452	231	239	135
Bell	460	120	432	143	260	122	142	74
Richland Hills	540	380	511	225	305	203	169	96
Fort Worth Central	700	300	550	324	429	302	314	233
Fort Worth T&P	610	230	594	416	424	343	324	268

Source: Trinity Metro Planning Department, 2021.

CHAPTER III: KEY PERFORMANCE INDICATORS

In accordance with agency policy and federal guidance, Trinity Metro tracks and reports a wealth of operational and financial data pertaining to its many modes of travel. These figures are reported internally to the Trinity Metro Board of Directors, and publicly to the National Transit Database. The first three indicators featured below are standard performance indicators in the industry, while the following page is an assemblage of Key Performance Indicators (KPIs) assembled by both Trinity Metro management as well as colleagues at DART, our most immediate peer transit agency.

Annual Passenger Miles by Mode

Mode	FY 2018	FY 2019	FY 2020	FY 2021 (est.)
Bus	18,254,334	21,041,692	16,001,565	~23,000,000
ACCESS	3,623,639	3,908,418	2,404,946	~2,000,000
TEXRail	--	6,558,657	5,379,214	~4,600,000
TRE	39,672,828	35,381,640	21,904,126	~22,000,000
Vanpool	8,850,570	7,789,249	5,980,316	~5,000,000
Bike Sharing	239,368	235,017	471,957	421,063

Source: Trinity Metro Finance Department and National Transit Database, 2021.

Annual Vehicle Revenue Miles by Mode

Mode	FY 2018	FY 2019	FY 2020	FY 2021
Bus	5,120,603	5,437,327	5,182,067	5,386,660
ACCESS	3,083,951	3,158,515	2,343,601	2,211,603
TEXRail	--	1,336,029	2,320,999	2,444,810
TRE	1,627,050	1,633,624	1,404,961	~1,400,000
Vanpool	1,634,415	1,430,367	1,165,581	1,068,093
Bike Sharing	239,368	235,017	471,957	421,063

Source: Trinity Metro Finance Department and National Transit Database, 2021.

Annual Vehicle Revenue Hours by Mode

Mode	FY 2018	FY 2019	FY 2020	FY 2021
Bus	389,394	408,326	428,080	437,811
ACCESS	194,627	192,231	168,621	154,718
TEXRail	--	73,287	118,971	125,398
TRE	73,746	73,830	62,515	~63,000
Vanpool	40,148	36,489	27,566	21,308
Bike Sharing*	8,760	8,760	8,784	8,760

Source: Trinity Metro Finance Department and National Transit Database, 2021.

*Bike Sharing is available for riders 24/7/365

CHAPTER IV: VEHICLE FLEETS

As a multimodal transportation provider, Trinity Metro manages an array of vehicle fleets ranging from two-wheeled bicycles to multi-ton, multi-million dollar TEXRail Diesel Mechanical Units (DMUs), and vehicles of all sizes in between. A key purpose of this Reference Guide is to catalog these individual modal fleets, and to illustrate the ways in which they can work together to enhance mobility for all riders.

Bus Fleet

Vehicle Type	Acquired	Length	Seating Capacity	Number in Fleet
Gillig Low-Floor 40'	2015 – present	40'	38	116
NABI 40-LFW	2008	40'	35	0 – Out of Service
New Flyer C40LFR	2006 – 2009	40'	40	5
MINI MOVER	2021	--	14	12
NABI 60-LFW	2010	60'	58	7
New Flyer XN60	2019	60'	57	6
Gillig Low-Floor 35'	2020 – present	35'	28	4
Gillig Low Floor 29'	2015	29'	26	4
New Flyer XE35	2019	35'	28	4

Source: Trinity Metro Operations Department, 2021.

TEXRail Fleet

Vehicle Type	Length	Width	Max Speed	Seating Capacity	Number in Fleet
Stadler FLIRT DMU (four-car trainset)	266'	9'5"	79 mph	229; 488 (crush)	8

Source: Stadler Rail Group, 2021.

ACCESS Fleet

Vehicle Type	Acquired	Length	Seating Capacity	Number in Fleet
Glaval	2014 – 2015	30'	8	31
Ford Starcraft	2019	28'	8	7

Source: Trinity Metro Operations Department, 2021.

Bike Sharing Fleet

Bicycle Type	Number in Fleet
Traditional Bicycle (Red)	275
Electric-Assist Bicycle (White)	145

Source: Fort Worth Bike Sharing, 2021.

TRE Fleet

Vehicle Type	Length	Max Speed	Seating Capacity	Number in Fleet
Locomotive	58'2"	83 mph	--	9
Bi-Level Coach	85'	--	135-152	17
Bi-Level Cab Car	85'	83 mph	124-138	8

Source: Trinity Railway Express; DART Reference Book, 2021.

Non-Revenue Vehicle Fleet

Trinity Metro operates a fleet of non-revenue vehicles for a variety of maintenance and administrative purposes. This fleet numbered 81 vehicles in 2021, and included vehicle types such as the Toyota Prius (administrative support), the Ford F-150 (facilities and maintenance), and a full set of forklifts for the maintenance facilities.

CHAPTER V: FACILITIES AND PHYSICAL ASSETS

As a major transit agency, Trinity Metro oversees a substantial portfolio of physical infrastructure and fixed assets, ranging from bus stop signage to advanced repair facilities and a multistory office building. These fixed assets lack the mobility and visibility of the agency’s vehicle fleet, but they play an essential role in the day-to-day operations of Trinity Metro. All physical facilities are overseen by the Department of Facilities Maintenance, led by Carrie Weir.

Bus Stops

The most fundamental piece of physical infrastructure serving the majority of Trinity Metro’s daily customers is the bus stop. As of December, 2021, Trinity Metro operates 1,745 fixed bus stops across its 39 routes. Stops range in size and scale from a simple sign affixed to a post to a large transfer station, where multiple routes converge at a location furnished with shelters, benches, lighting, and landscaping.

Cleaning, maintaining, and improving these many fixtures is a constant task for Trinity Metro’s facilities and planning departments, and efforts are continually underway to make improvements for customer safety, comfort, and convenience. The table below outlines the count and distribution of bus stops by type, in order to catalog the full spectrum of these vital assets.

Distribution of Bus Stops by Type, 2021

Bus Stop Type	Number in System	Percentage of Total
“Post” Style Stop	1,024	58.7%
“Bench” Style Stop	435	24.9%
“Shelter” Style Stop	282	16.2%
“Transfer Center” Stop	4	0.2%

Source: Trinity Metro Planning Department, 2021.

Bus Maintenance Facility – Hershel R. Paine Complex

Trinity Metro maintains a bus operations complex at the corner of Pine Street and East Lancaster Avenue in downtown Fort Worth. This facility – named for agency founder Hershel R. Payne (HRP) – houses Trinity Metro’s maintenance, fueling, and bus storage facilities. Workers at HRP perform the full range of maintenance services for Trinity Metro’s fleet of over 200 road vehicles, including mechanical repairs, body shop, electronics, cleaning, and refueling. The complex is also the site of Trinity Metro’s training facilities, customer service call center, and central dispatch facility.

The HRP Complex is equipped to provide the following vehicle maintenance services:

- Mechanical – Engine, drivetrain, brakes, etc.
- Electrical – Head signs, lighting, fareboxes, electric bus maintenance, etc.
- Fuel Service – CNG refueling
- Body Shop – Painting, repairs, vehicle wraps, advertisement installation, etc.
- ACCESS/Van shop – Full mechanical service for ACCESS and staff fleets
- Cleaning/Inspection – Daily cleaning and visual inspection of all buses

TEXRail Stations

TEXRail launched in January of 2019 with an initial alignment of 27.2 miles and nine stations. Two of the nine (FWCS and T&P Station) were existing Trinity Metro facilities, while the other seven were newly constructed for this purpose. The platform at DFW Airport serves as the northern terminus of the line. Nearly all of the remaining stations in the initial alignment (except for FWCS) have park-and-ride and kiss-and-ride facilities attached. Several also connect with Trinity Metro bus routes. Selected details on these nine stations are shown in the table below.

TEXRail Station Statistics

Station	Platform Type	Bus / Rail Connections	Parking Spaces
DFW Airport Terminal B	Side Platform	031, DART Orange Line	--
DFW Airport North	Side Platform	--	360
Grapevine	Side Platform	--	135
Smithfield	Side Platform	--	559
Iron Horse	Side Platform	--	376
Mercantile Center	Side Platform	11, 12, 16, ZIPZONE	295
North Side	Side Platform	12, 14	175
Fort Worth Central	Side and Island Platforms	1, 2, 5, 6, 11, 12, 15, 46, 63X, 65X, 66X, 89, DASH, Molly, TEXRail	--
Fort Worth T&P	Island Platform	6, TEXRail, ZIPZONE	388

Source: Trinity Metro Facilities, 2021.

TEXRail Maintenance Facility – Mahaffey Maintenance Facility

Trinity Metro’s rail operations are based at the TEXRail Mahaffey Maintenance Facility (MMF) near Long Avenue and Sylvania Avenue in northeast Fort Worth. Workers at EMF maintain the agency’s fleet of Stadler FLIRT railsets used for TEXRail service.



TEXRAIL Mahaffey Equipment Facility, Fort Worth, TX. Photo courtesy of Huitt-Zollars, Inc.

Bike Sharing Docks

Trinity Metro’s most compact mode of travel, Fort Worth Bike Sharing requires small but numerous docking stations placed throughout Fort Worth in order to provide robust access to bicycles and e-bikes. The modular design of the docking system allows for individual docks (each of which secures one bicycle) to be connected together to form a station. These stations can be expanded, reduced, or relocated entirely as ridership demands dictate. Stations also feature electronic kiosks for rider transactions, and many also include advertising space to support secondary revenues. As of December, 2021, Trinity Metro oversees 747 Bike Sharing docks, bundled together into 59 stations throughout the city.



Fort Worth Bike Sharing station. Photo courtesy of Trinity Metro, 2021.

TRE Stations

Trinity Metro shares joint ownership of the Trinity Railway Express (TRE) with Dallas Area Rapid Transit (DART). The two agencies own the 34 miles of track, the maintenance facility in Irving, and the rolling stock. The TRE's ten stations are divided into separate spheres of ownership and responsibility. The line's five eastern stations (Eddie Bernice Johnson Union Station, Victory Station, Medical/Market Center Station, Downtown Irving, and West Irving) are owned and maintained by DART. The line's five western stations (Centreport/DFW Airport Station, Bell Station, Richland Hills Station, Fort Worth Central Station, and Fort Worth T&P Station) are owned and maintained by Trinity Metro.

Four of Trinity Metro's five designated TRE stations function as park-and-ride facilities used primarily by weekday commuters, while the fifth – Fort Worth Central Station – functions as an intermodal connecting hub for travelers of all trip types. All five station platforms feature ticket kiosks, emergency call buttons, security lighting, and posted information about timetables and connections to Trinity Metro, DART, and DCTA services in the broader region.



TRE's CentrePort/DFW Airport Station. Photo courtesy of Michael Minn, 2010.

TRE Station Statistics

Station	Platform Type	Bus / Rail Connections	Parking Spaces
CentrePort/DFW Airport	Side and Island Platforms	030, 031	1,001
Bell	Side Platform	111	407
Richland Hills	Side Platform	23, 55	357
Fort Worth Central	Side and Island Platforms	1, 2, 5, 6, 11, 12, 15, 46, 63X, 65X, 66X, 89, DASH, Molly, TEXRail	--
Fort Worth T&P	Island Platform	6, TEXRail, ZIPZONE	351

Source: Trinity Metro Planning Department, 2021.

TRE Maintenance and Operations Facility

All TRE locomotives and passenger cars are maintained at the TRE's Maintenance and Operations Facility. This location supports all maintenance, dispatch, cleaning, fueling and other functions of the TRE's full system, and is the operating base for Herzog, the full-service contractor whose personnel operate and maintain the TRE's trains.

This complex features the following facilities:

- A storage yard capable of housing all rolling stock
- A maintenance shop capable of inspecting and repairing multiple locomotives and cars simultaneously
- A machine shop capable of engine/parts overhaul
- A temporary paint shop
- A fuel bay for the TRE's diesel locomotives
- A dispatch and security monitoring facility for all TRE trains

Customer Service – Fort Worth Central Station

For the first few decades of the FWTA's operation, downtown Fort Worth lacked a central transportation hub for the many modes passing through the area each day. Amtrak, Greyhound, and city buses all used various facilities in the neighborhood, and connecting between modes was often a complicated effort. In 2000 and 2001, the agency constructed a new facility to unify these modes in a single place – plus allow for connections to the then-new TRE service. Originally named the Fort Worth Intermodal Transportation Center (ITC), this location was later renamed Fort Worth Central Station (FWCS), and is the city's hub for Trinity Metro buses, TRE and TEXRail trains, Amtrak, and Greyhound operations. The Station also functions as a living museum of transportation in the Fort Worth area, displaying artwork and artifacts that tell the story of Fort Worth's rail and bus pioneers. A restored Interurban Line railcar – the *Crimson Limited* – is also on display. In addition to these roles, the Station also serves as the hub of Trinity Metro's customer service programs. Customers may purchase passes at a staffed kiosk inside the station hall, and Trinity Metro's Envoy program of travel trainers and brand ambassadors is housed in the station as well.



Fort Worth Central Station, Fort Worth, TX. Photo courtesy of Trinity Metro, 2021.

Administrative Headquarters

Trinity Metro maintains administrative headquarters in the historic Montgomery Ward Building at the corner of 7th and Grove streets, in downtown Fort Worth. The building is listed on the National Register of Historic Places, and many of its original architectural details – including pressed tin ceiling panels and timber structural supports – have been preserved over a century after the building’s original construction.



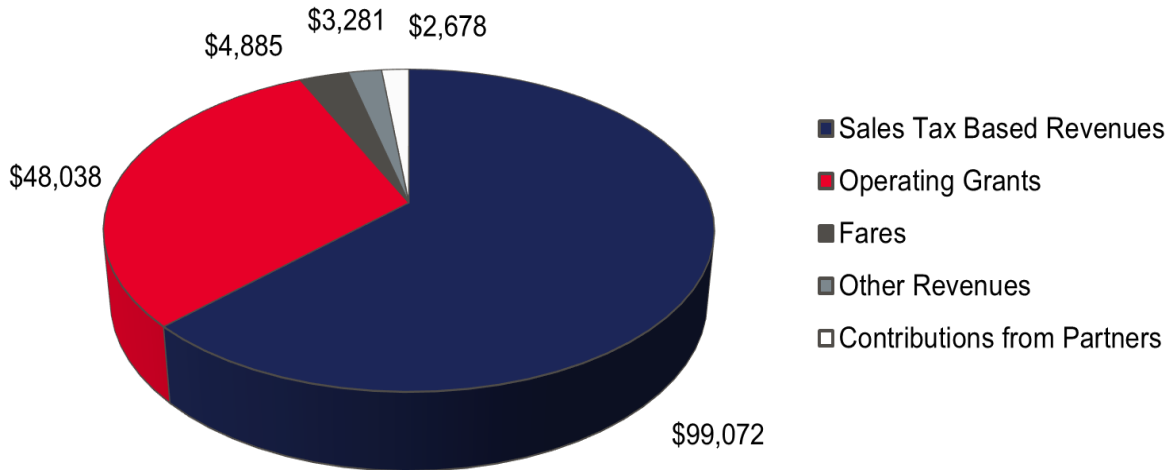
Trinity Metro Administrative Headquarters, Fort Worth, TX. Photo courtesy of Fort Worth Architecture.

CHAPTER VI: FINANCIAL INFORMATION

Operating Revenues

Trinity Metro's operating revenue is defined as total revenue less capital grant reimbursement revenue. Trinity Metro's fiscal 2022 operating revenues are budgeted at \$158.0 million, which is a \$6.3 million, or 4.2% increase from the fiscal 2021 forecasted results. Sales tax based revenues and operating grant revenues are Trinity Metro's main sources of revenue representing approximately 63% and 30%, respectively, of the total operating revenue budget. Operating revenue also includes revenue from fares, advertising, rental fees, investment earning, and miscellaneous sources.

Fiscal 2022 Budgeted Operating Revenue Sources
(Amounts in Thousands)



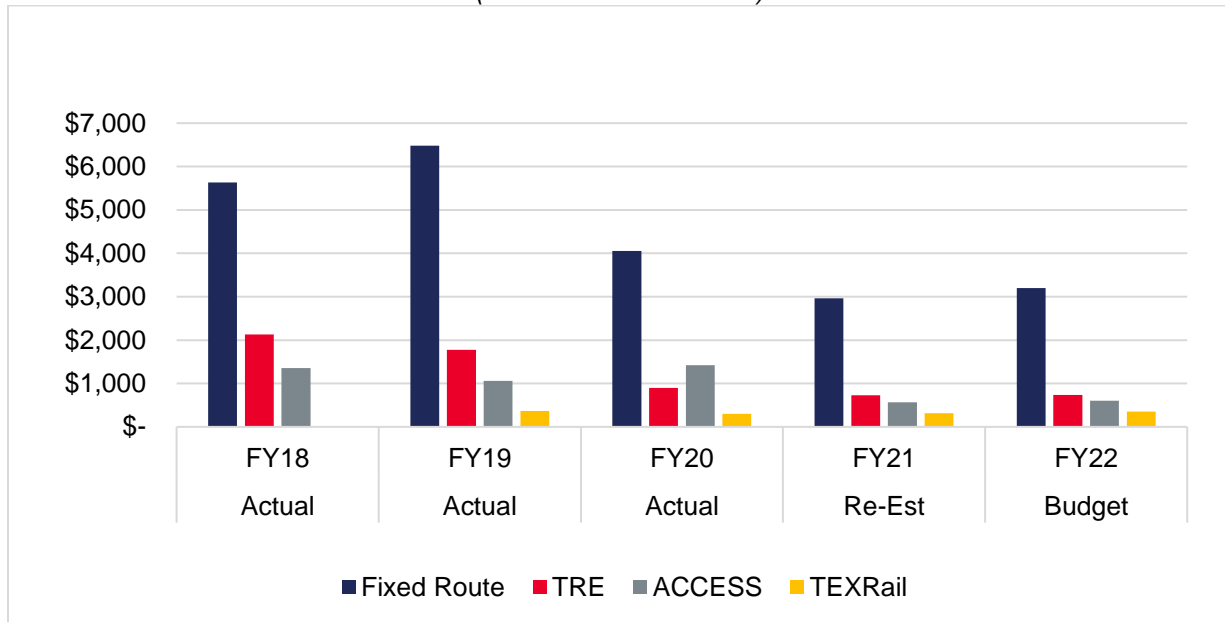
Service Revenues

Service revenues are revenues sources from Trinity Metro's different modes of transit. Revenues from all Trinity Metro services are tracked on a daily basis, and figures from the four largest sources are documented in this chapter.

- **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.
- **TEXRail revenue** includes fares collected from passengers on the TEXRail commuter rail and passes sold at various outlets and ticket vending machines

Before the impact of the COVID-19 pandemic Trinity Metro had seen a positive increase in service revenues and recently had seen a higher increase in ridership. Due to the pandemic ridership drastically decreased resulting in less service revenues. For fiscal 2022 Trinity Metro’s ridership goal is 6,000,000 passengers which results in a 23% increase in revenues compared to the forecasted fiscal 2021 results. Due to the “A Better Connection” re-design of the bus system Trinity Metro is offering reduced fares for some of its services from October 1, 2021 through December 31, 2021. Trinity Metro estimates reduced fares will result in a \$750 thousand reduction on fare revenues.

Service Revenues, FY 2018 – FY 2022
(Amounts in Thousands)



Source: Trinity Metro Finance Department, 2021

Service Revenues, FY 2018 – FY 2022
(Amounts in Thousands)

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Re-Est. FY 2021	Budget FY 2022
Fixed Route	\$ 5,629	\$ 6,478	\$ 4,058	\$ 2,961	\$ 3,197
TRE	2,130	1,772	896	727	737
ACCESS	1,358	1,062	1,423	562	602
TEXRail	--	365	303	314	342

Source: Trinity Metro Finance Department, 2021.

Farebox Recovery Ratios by Mode

A transit mode’s farebox recovery ratio is computed by dividing the mode’s total fare revenue by its total operating expenses in a given year. It has traditionally been used as one measure (among many) of a transit mode’s financial health relative to previous years. In the table below, figures for FY 2021 are estimates, pending final accounting of those figures in early 2022.

Farebox Recovery Ratios, FY 2018 – FY 2021
(Amounts in Thousands)

	Actual FY 2018	Actual FY 2019	Actual FY 2020	Est. FY 2021
Fixed Route	20.6%	21.8%	13.1%	9.5%
TRE	15.5%	13.6%	11.0%	12.7%
ACCESS	13.4%	10.7%	8.4%	7.1%
TEXRail	--	1.8%	1.3%	1.1%

Source: Trinity Metro Planning Department, 2021.

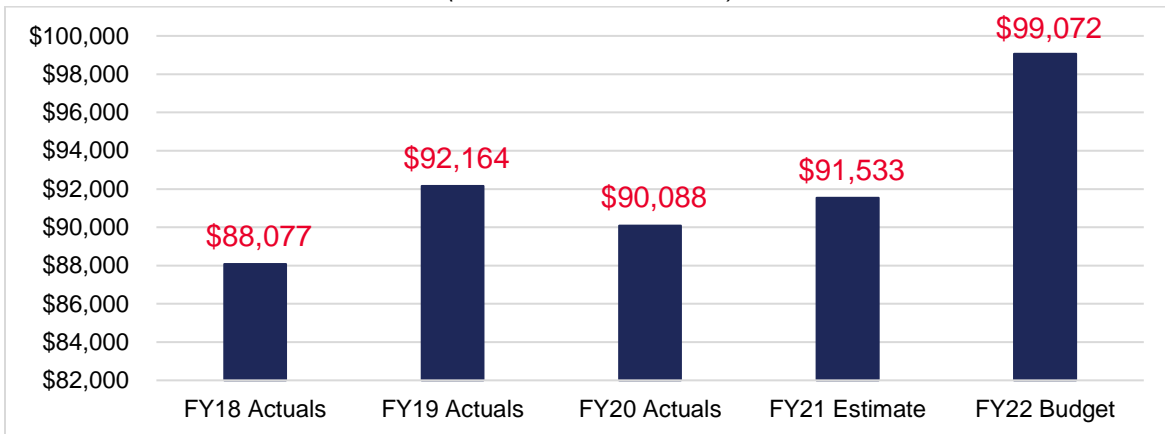
Sales Tax Revenues, 2018 – 2022 (in Millions)

The fiscal 2022 sales tax revenue from the cities of Fort Worth and Blue Mound is budgeted at \$88.6 million, which is a \$5.8 million, or 7.0% higher than the fiscal 2021 forecasted results. Trinity Metro consulted with management at the City of Fort Worth and is using the City’s latest sales tax revenue estimate as a basis for the budget.

Sales tax contributions from the City of Grapevine is budgeted at \$10.5 million, which is a \$1.7 million, or 20%, increase from the fiscal 2021 forecasted results. Trinity Metro has seen stronger sales tax collections in the final months of fiscal 2021 and anticipates a return to normalized levels of collections in fiscal 2022.

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

Sales Tax Revenues, FY 2018 – FY 2022
(Amounts in Thousands)



Source: Trinity Metro Finance Department, 2021.

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 Transportation Authority (DCTA) in Denton.

Operating grant revenues, excluding the CARES Act and ARP Act, are budgeted to increase by \$46.3 million from the fiscal 2021 forecasted results. The reason for this large increase is due to timing of grant reimbursements for prior year’s federal formula funding which were not able to be reimbursed in fiscal 2021 due the state of Texas having cancelled its July TIP cycle.

Capital grant reimbursement revenues are budgeted to increase by approximately \$33.3 million, or 87% from the fiscal 2021 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.

COVID-19 Relief Funding

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

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

Trinity Metro did not receive Funding from the CRRSA Act.

Fiscal 2022 Operating Budget and Summary of Expense Categories

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

Operating Budget Summary, FY 2020 – FY 2022 (Amounts in Thousands)

	FY2020 Actual	Budget	FY2021 Forecasted	% Diff	FY2022 Budget	% Diff *
Service Revenues						
Fixed Route	\$ 4,058	\$ 4,192	\$ 2,961	(29.4%)	\$ 3,197	8.0%
ACCESS	896	865	727	(15.9%)	737	1.4%
TRE	1,423	1,736	562	(67.6%)	602	7.0%
TEXRail	303	339	314	(7.4%)	348	10.8%
Total Service Revenue	6,680	7,132	4,565	(36.0%)	4,885	7.0%
Other Revenues						
Sales Tax	81,274	57,112	82,817	45.0%	88,614	7.0%
Investment	742	80	61	(23.8%)	46	(24.6%)
Advertising	458	500	534	6.8%	535	0.2%
Operating Grants	70,634	27,345	49,583	81.3%	48,038	(3.1%)
Capital Grant Reimbursement	26,981	59,634	38,293	(35.8%)	71,597	87.0%
Contributions from Grapevine	8,814	6,275	8,716	38.9%	10,458	20.0%
Contributions from Partners	2,310	3,910	3,577	(8.5%)	2,678	(25.1%)
Miscellaneous	276	459	801	74.4%	1,558	94.4%
Rental Income	741	712	619	(13.1%)	716	15.6%
Fort Worth Bike Share	-	417	362	(13.2%)	426	17.5%
Total Other Revenue	192,231	156,444	185,364	18.5%	224,664	21.2%
Total Revenue	198,910	163,576	189,929	16.1%	229,549	20.9%
Operating Expenses						
Salary and Benefits	46,354	48,329	44,681	(7.5%)	48,517	8.6%
Services	43,215	58,979	51,029	(13.5%)	61,923	21.3%
Fuels and Lubricants	1,421	1,222	1,506	23.2%	1,798	19.4%
Tires and Tubes	344	469	392	(16.4%)	418	6.6%
Maintenance Materials	3,365	3,001	3,530	17.7%	3,326	(5.8%)
Supplies and Materials	814	1,235	895	(27.6%)	907	1.3%
Utilities	1,327	1,690	1,191	(29.5%)	1,515	27.3%
Insurance	4,982	7,657	8,111	5.9%	9,795	20.8%
Taxes and Fees	107	80	(49)	(160.7%)	44	(190.0%)
Interest Expense	4,258	2,150	2,150	0.0%	0	(100.0%)
Miscellaneous	509	885	893	0.9%	815	(8.7%)
Total Operating Expenses	106,696	125,698	114,329	(9.0%)	129,058	12.9%
Other non-operating expense	(508)	67	98	45.7%	-	(100.0%)
Net Available for Capital Expenditures and Reserves						
Budgeted Non-Cash Depreciation	47,178	57,479	49,000	(14.8%)	49,980	2.0%

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

Source: Trinity Metro Finance Department, 2021.

Fiscal 2022 Capital Budget Schedule

(Amounts in Thousands)

	Total Budget	Federal Share	Partner Contribution	Local Share
FY 2021 Projects Carried Over:				
<u>Bus / Facilities Maintenance</u>				
Grove St. Design / Renovations	\$ 8,014	\$ 2,000	\$ --	\$ 6,014
Electric Bus Expansion & Charger	3,361	2,720	--	641
HRP Fire System Upgrade	2,975	--	--	2,975
Access Control System	445	445	--	--
HRP Fuel Tank Replacement	312	--	--	312
Re-Key All Buildings	90	--	--	90
<u>Rail</u>				
TEXRail FFGA	1,034,412	531,110	123,830	379,472
Trinity Lakes Station	25,827	14,000	--	11,827
TRE Capital Maintenance, FY 21 - FY 26	63,343	24,403	--	38,940
TEXRail Capital Maintenance	4,675	--	--	4,675
TEXRail Segment I Env. Engineering	3,473	3,473	--	--
TRE Grade Crossings	886	709	--	177
TRE Station Security Video Enhancement	488	390	--	98
TEXRail Station Art	388	--	--	388
TEXRail Grade Crossing Replacements	360	--	--	360
<u>Other</u>				
Automated Fare Collection System	5,148	--	--	5,148
Intelligent Transportation System	4,225	1,000	--	3,225
East Lancaster TOD Planning	750	600	100	50
Trinity Metro Mobile App	745	--	100	645
DriverMate CAD/AVL	650	--	--	650
Transit Signage Improvements	470	--	470	--
BRT Concept Development	244	--	--	244
Total FY 21 Projects Carried Over	\$1,161,279	\$ 580,851	\$ 124,500	\$ 455,929

Fiscal 2022 Capital Budget Schedule (continued)

(Amounts in Thousands)

	Total Budget	Federal Share	Partner Contribution	Local Share
FY 2021 Carryover Subtotal:	\$1,161,279	\$ 580,851	\$ 124,500	\$ 455,929
FY 2022 New Capital Projects:				
<u>Bus / Facilities Maintenance</u>				
Electric Bus Expansion and Charger	\$ 16,383	\$ 16,383	\$ --	\$ --
Articulated Bus Replacements	9,096	7,732	--	1,364
New Flyer Bus Replacements	7,791	6,623	--	1,169
Ford Senator Replacements	505	429	--	76
ACCESS Van Replacements	1,845	1,568	--	277
Generator Upgrades	4,972	--	--	4,972
Bus Camera Replacement Project	3,013	--	--	3,013
Concrete Replacement	1,100	--	--	1,100
T&P Tunnel Improvements	518	--	--	518
Facilities Upgrades	440	--	--	440
Support Vehicle w/ Ramps Replacement	398	--	--	398
Paint Booth Renovations	392	--	--	392
Facilities Capital Maintenance	250	--	--	250
Support Vehicle (Explorer) Replacements	136	--	--	136
HVAC Replacement	95	--	--	95
T&P ADA Ramp	78	--	--	78
Support Vehicle (F-150) Replacement	71	--	--	71
Customer Care Backup HVAC	65	--	--	65
Road Call Truck (F-350) Replacement	51	--	--	51
Replace 70' Light Pole, HRP	48	--	--	48
Security Support Vehicle Replacement	34	--	--	34
Medical Clinic Emergency HVAC	30	--	--	30
Expansion of Radio Control	25	--	--	25
<u>Rail</u>				
TRE Ticket Vending Replacements	584	--	--	584
Train Platform Validators	200	--	--	200
<u>Other</u>				
Server Equipment Replacement	1,500	--	--	1,500
Annual PC Equipment Replacement	1,344	--	--	1,344
Server Room Upgrade/Monitoring	635	--	--	635
CCTV Upgrades	249	249	--	--
Facilities Vehicle Replacement	210	--	--	210
EasyRide within GoPass	50	--	--	50
Cubicles – Call Center	34	--	--	34
Elliptical Machine Upgrade	24	--	--	24
Total FY 2022 “New” Capital Projects	52,166	32,984	--	19,182
Grand Total, All Projects	\$1,213,445	\$ 613,834	\$ 124,500	\$ 475,111

CHAPTER VII: SYSTEM EXPANSION INITIATIVES

Given Fort Worth's status as one of the nation's fastest-growing large cities, Trinity Metro must continually work to adapt and expand its offerings in order to meet the changing needs of its service population. This chapter briefly explores several specific areas of growth and/or expansion for Trinity Metro services in the near future.

TEXRail Expansion: Medical District Station

The initial alignment of TEXRail was designed to be extended over time, first to the immediate south of downtown Fort Worth, and eventually in other directions as urban growth and available funding dictate. The first expansion of TEXRail, for which planning is already well underway, is a 2.1-mile extension of the line into the area known as the Medical District. This booming neighborhood is a vibrant mix of biomedical research, health education, and appealing new housing options for all ages. The extension would terminate at a proposed station south of Mistletoe Boulevard, adjacent to Baylor Scott & White's All Saints Medical Center. This new station will allow for stronger transit connectivity for the area's growing Medical District residents and workers, and will contribute to that area's revitalization. Planning for this extension is currently underway.

TEXRail Expansion: Beyond the Medical District

Subsequent to the Medical District expansion, longer-range plans are also under consideration to extend the initial TEXRail line farther south, connecting with the campus of Texas Christian University, West Berry Street, and Granbury Road at Interstate 20. Preliminary planning for that segment was done early in the TEXRail planning process, and next steps would include environmental study, station-area economic analysis, and securing a suitable funding stream to support the expansion.

Advancing East Lancaster BRT Initiative

City and regional planners have in recent years advocated for transit to play a stronger role in redeveloping a 7.2-mile segment of East Lancaster Avenue in Fort Worth. This corridor contains the highest ridership figures for Trinity Metro's bus network, and hosts a substantial number of transit-dependent residents. At the same time, the corridor's residential and commercial options are aging and underutilized, as is much of its physical infrastructure. Both Trinity Metro and the City of Fort Worth are currently engaged in designing a potential Bus Rapid Transit (BRT) corridor along East Lancaster that would ensure rapid bus service and promote fresh, equitable investment along the corridor.

Bike Sharing Growth and Integration

Fort Worth Bike Sharing represents another vital link in the first and last mile connectivity potential of Trinity Metro. Similar to ZIPZONEs, bike sharing allows for flexible travel beyond fixed-route bus and rail stations, and provides a low-cost and zero-pollution means of travel for most customer profiles. The current FWBS network is centered around downtown Fort Worth, where the density of riders and destinations is greatest. In the coming months and years, FWBS aims to add new bike sharing stations throughout additional neighborhoods in the city, including the Near Southside, the TCU campus, and the Stockyards District. They plan to increase the number of e-bikes in the fleet as well. Both station and fleet enhancements are contingent on consumer demand and the availability of funds, but the FWBS team remains committed to promoting bike sharing as one travel mode among many in Fort Worth.

Other Upcoming Initiatives

In conjunction with Trinity Metro's bus system redesign in 2021, the agency remains committed to providing simple, safe, and reliable fixed-route transit to its core bus ridership throughout the service area. As customers adjust to this major redesign, the agency continues to solicit feedback and make reasonable to the new bus network as customer demand and safety allowances may permit.

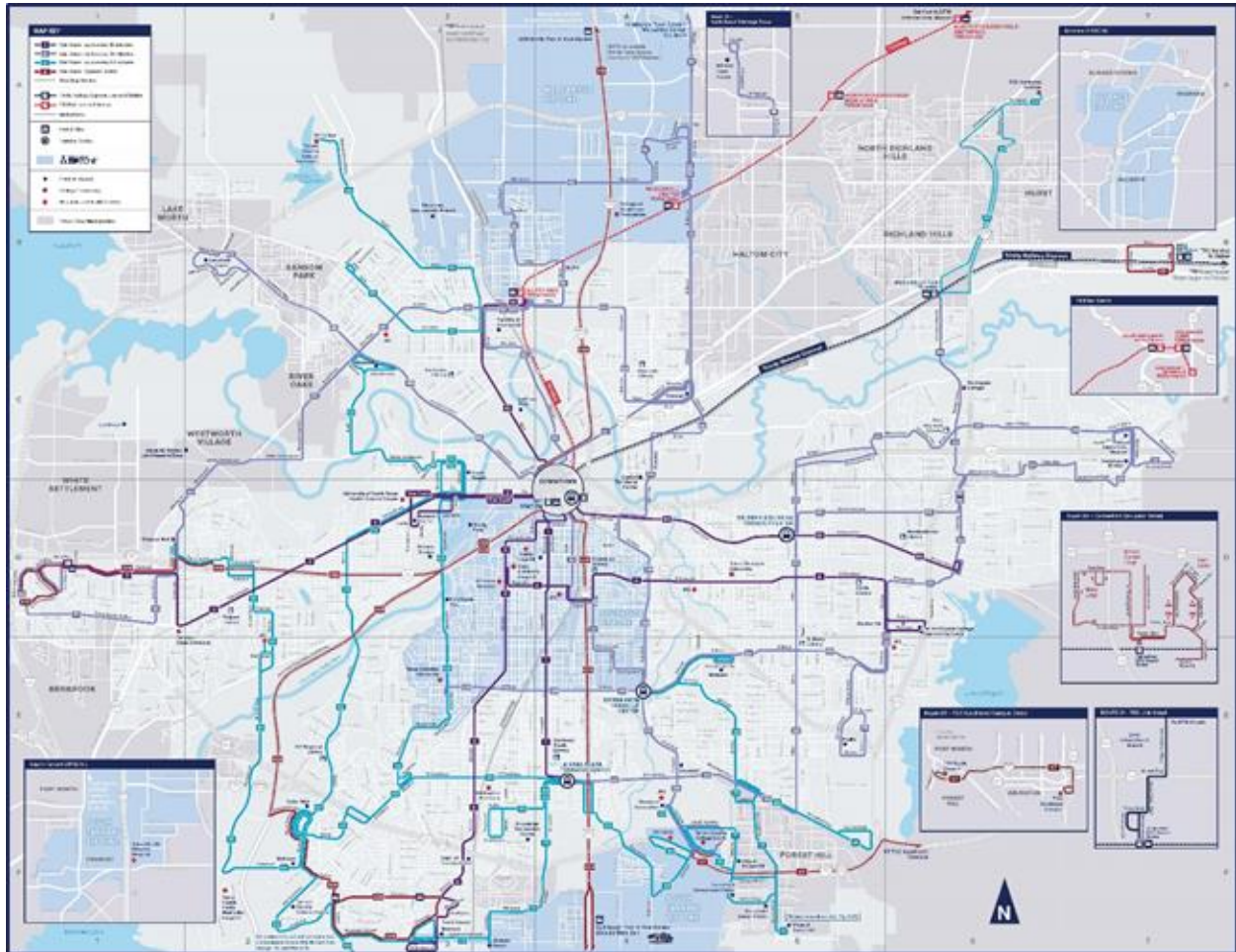
CHAPTER VIII: ECONOMIC IMPACTS OF TRINITY METRO

As a medium-sized transit agency operating independently of the cities it serves, Trinity Metro is uniquely positioned to support economic growth and development opportunities throughout Tarrant County and the broader Dallas-Fort Worth Metroplex. In addition to its role as workplace transportation for area commuters, transit also has the potential to drive lasting land developments for residential and commercial partners, and to encourage more efficient land use in the region by aiming to match major developments with an accompanying growth in transit accessibility, so that customers and residents may have reliable and efficient access to the region's many businesses and residential opportunities.

Disadvantaged Business Enterprise Policy

The Disadvantaged Business Enterprise (DBE) Policy and Program is designed to ensure that small, minority and women-owned businesses have the opportunity to compete for and participate in procurement opportunities with Trinity Metro. Since the Trinity Metro receives federal funding from the U.S. Department of Transportation (US DOT), the Trinity Metro's DBE Policy and Program complies with the US DOT's DBE Policy and Program regulation and requirements as specified in Title 49 Part 26 of the Code of Federal Regulations (49 CFR Part 26). The Trinity Metro Board of Directors, executives, management and staff value diversity and are fully committed to ensuring that small, minority and women-owned business have a level playing field to equitably compete for and participate in Trinity Metro's procurement of all goods and services regardless of the funding source. In accordance with the requirements of the USDOT, as set forth in 49 CFR Part 26, Trinity Metro hereby notifies the public that it has proposed to the Federal Transit Administration (FTA), an agency of the USDOT, an overall DBE Goal for applicable goods and services during Federal Fiscal Years 2020-2022 (i.e. October 1, 2019 through September 30, 2022) of 13%.

APPENDIX A: TRINITY METRO SYSTEM MAP



APPENDIX B: TEXRail AND TRE MAPS

TEXRail Alignment, 2021



Trinity Railway Express (TRE) Alignment, 2021



APPENDIX C: TRINITY METRO BRAND STANDARDS

PRIMARY LOGOS

THE "HORIZONTAL" LOGO



SECONDARY VARIANTS



THE "VERTICAL" LOGO



GUIDELINES FOR LOGO USE

1. Do not stretch it.
2. Do not skew it.
3. Do not apply multiple colors to the triangles.
4. Do not move the triangles.
5. Do not apply any effects.
6. Do not add gradients.
7. Do not change the wordmark.
8. Do not duplicate the logo in close proximity.
9. Do not use off-brand colors.
10. Do not add extra elements or shapes.

1.	2.
3.	4.
5.	6.
7.	8.
9.	10.

APPENDIX C: TRINITY METRO BRAND STANDARDS

FONTS*

PROXIMA NOVA **AaBbCc**

THE QUICK BROWN FOX JUMPED OVER THE LAZY DOG
the quick brown foxed jumped over the lazy dog
0123456789

BLACK	BLACK
EXTRABOLD	EXTRABOLD
BOLD	BOLD
SEMIBOLD	SEMIBOLD
MEDIUM	MEDIUM
REGULAR	ITALIC
LIGHT	LIGHT

PROXIMA NOVA CONDENSED **AaBbCc**

THE QUICK BROWN FOX JUMPED OVER THE LAZY DOG
the quick brown foxed jumped over the lazy dog
0123456789

BLACK	BLACK
EXTRABOLD	EXTRABOLD
BOLD	BOLD
SEMIBOLD	SEMIBOLD
MEDIUM	MEDIUM
REGULAR	ITALIC

*Substitute with Arial when fonts are unavailable for use.

COLORS

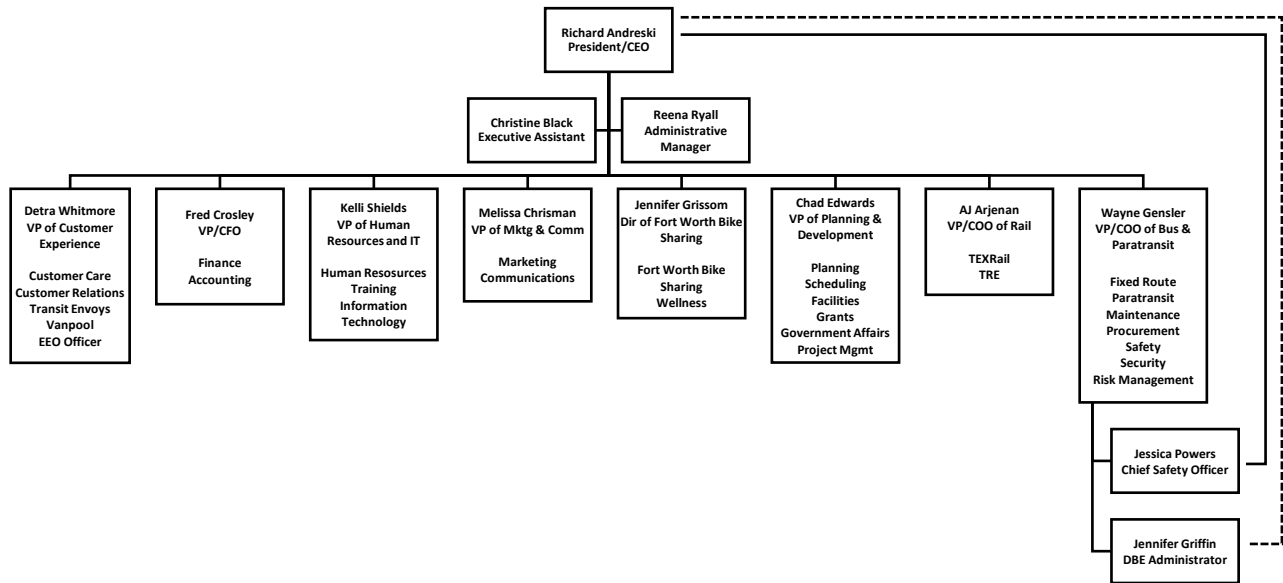
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SERVICE LOGOS

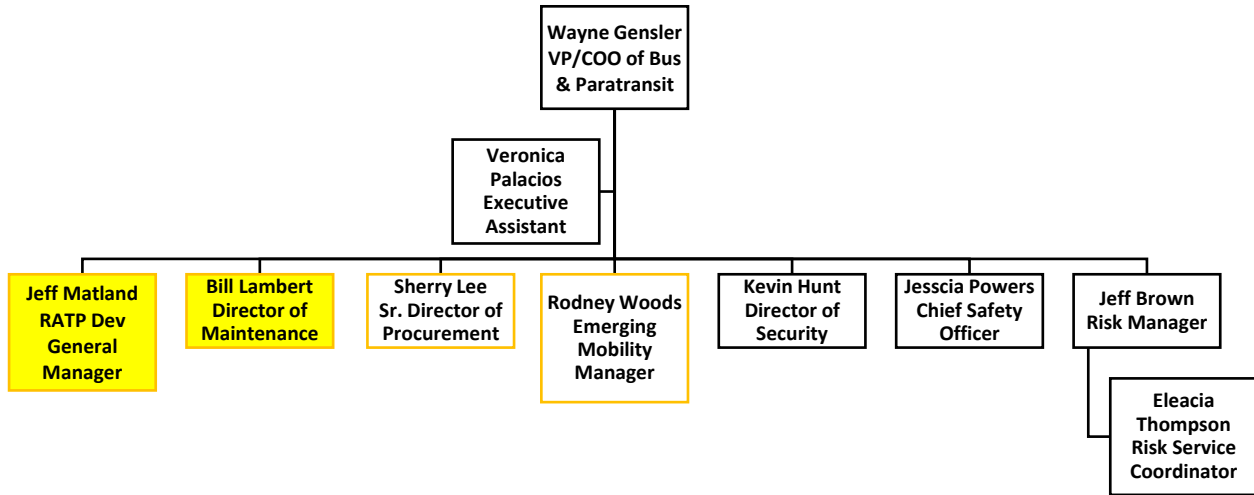



APPENDIX D: TRINITY METRO ORGANIZATIONAL CHARTS


Senior Leadership



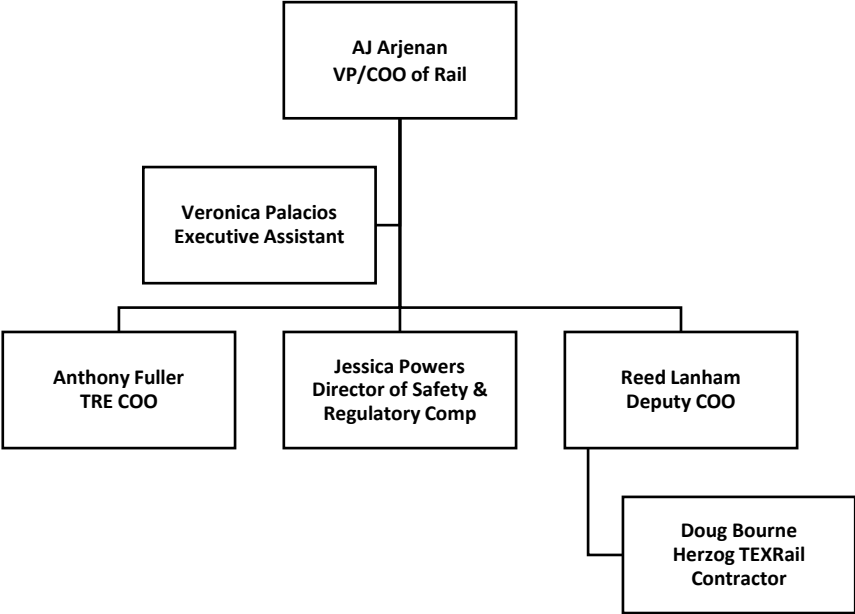
Bus and Paratransit Operations



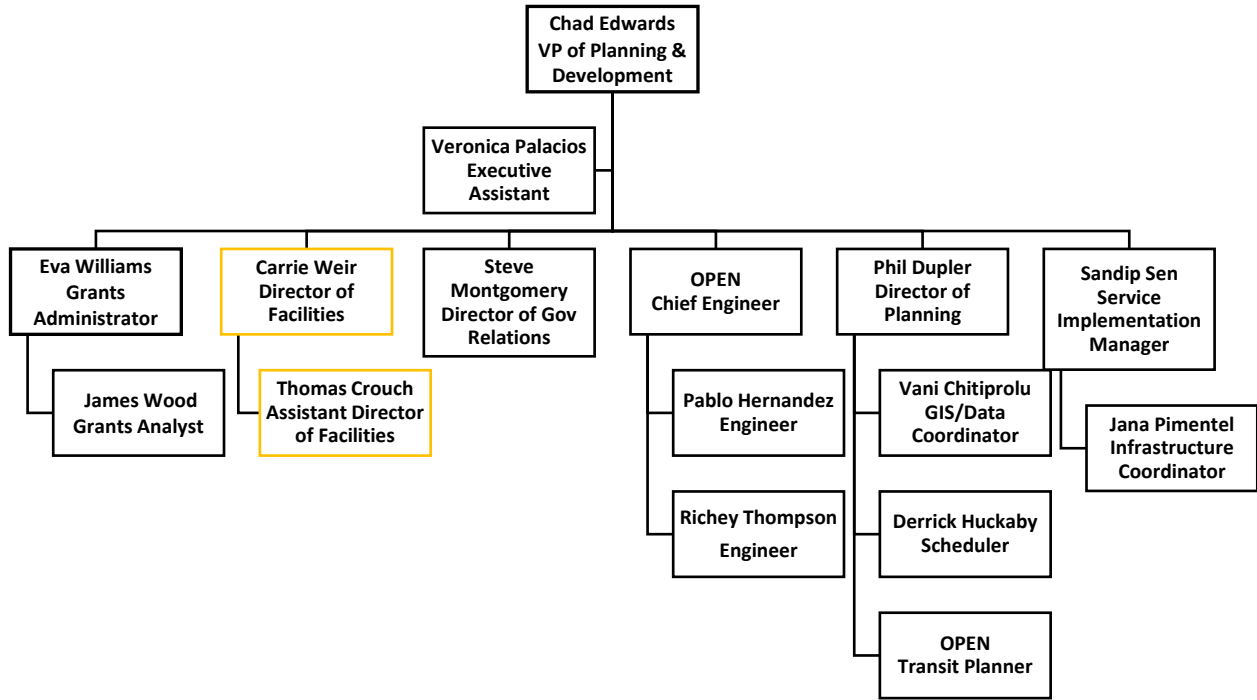
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Rail Operations

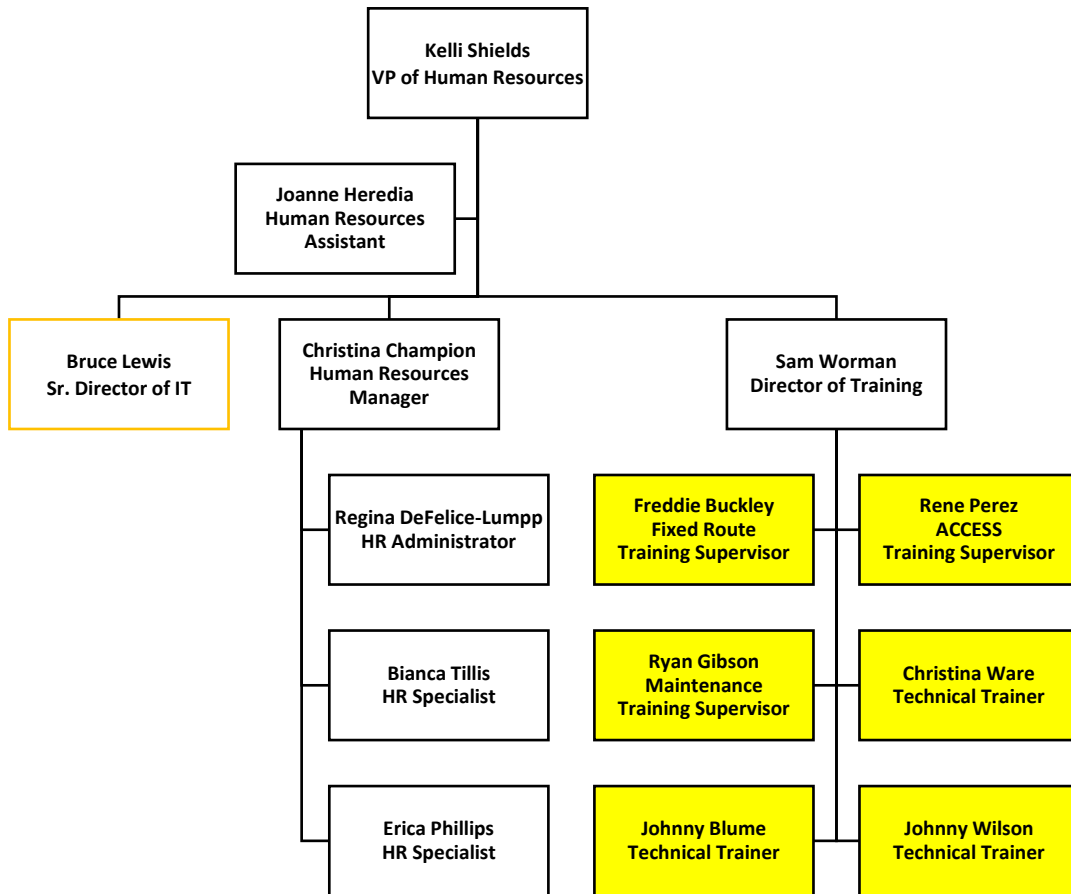


Planning and Development



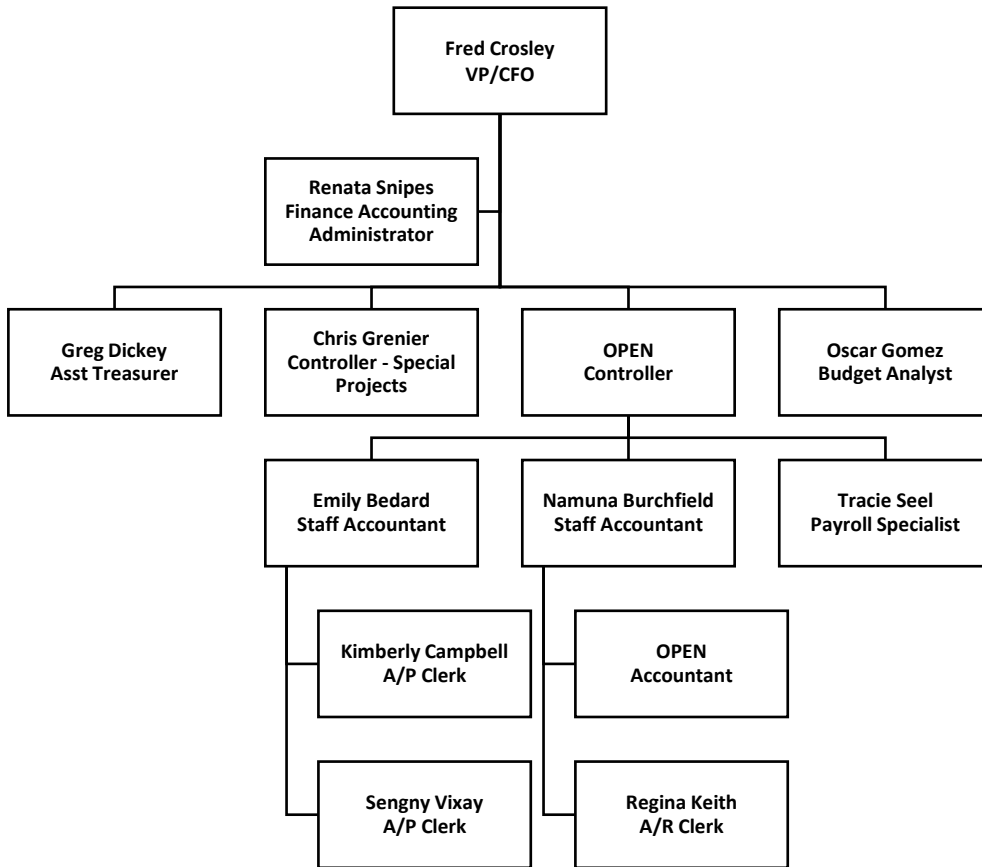
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Human Resources, Training, and Information Technology

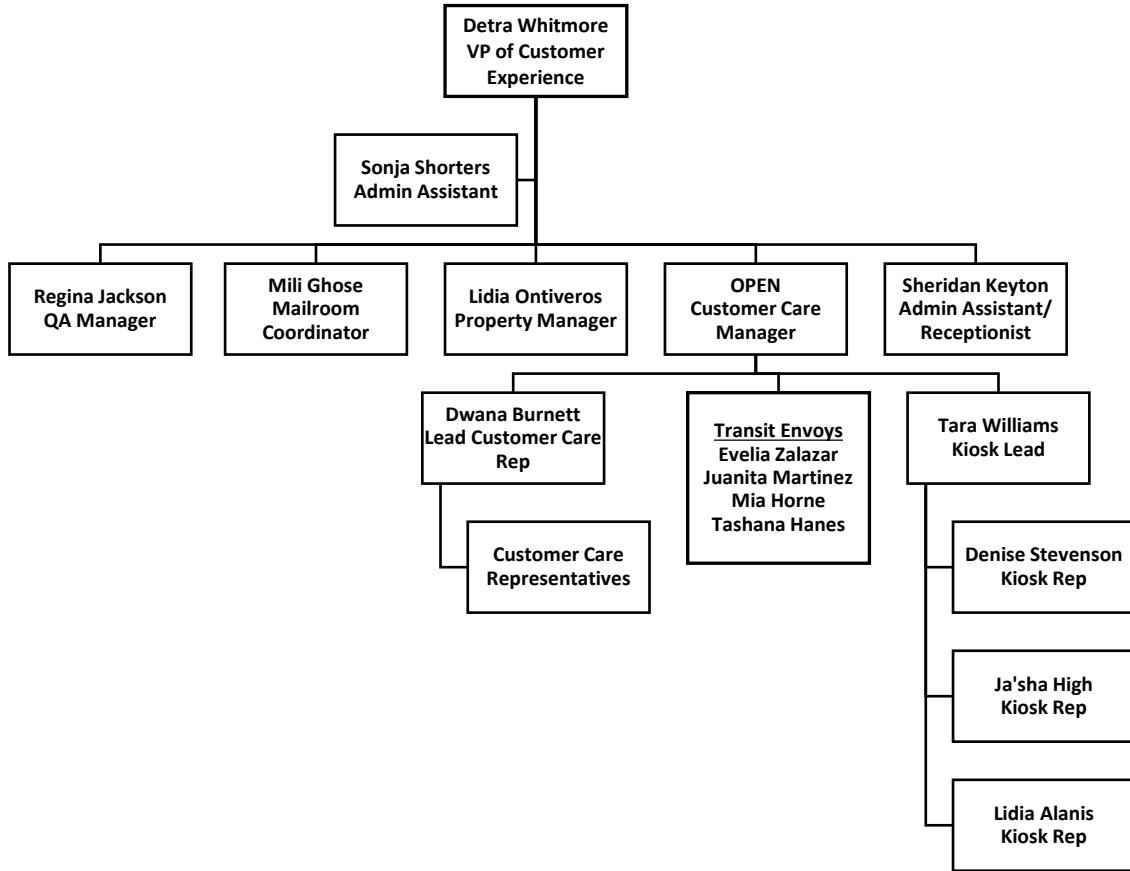


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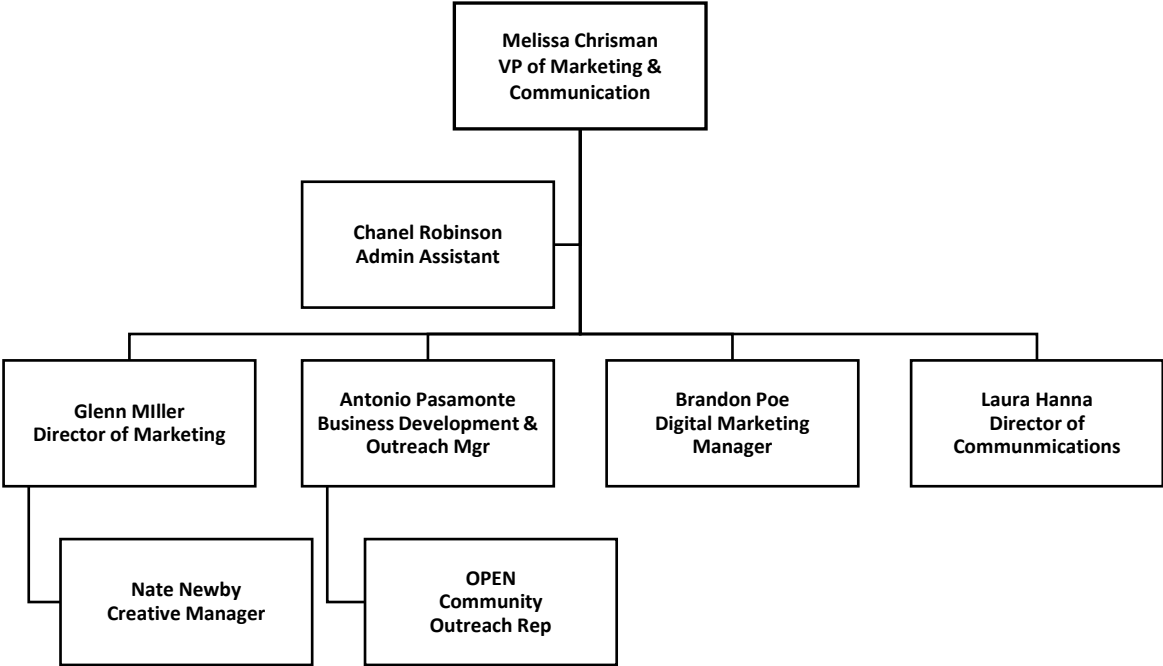
Accounting and Finance



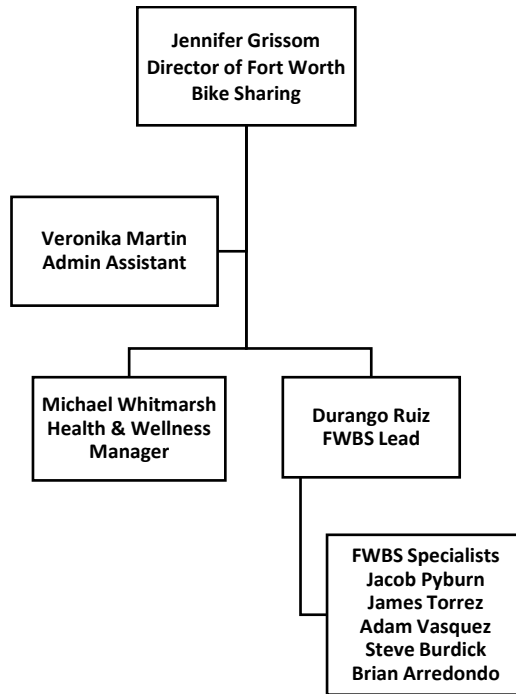
Customer Experience



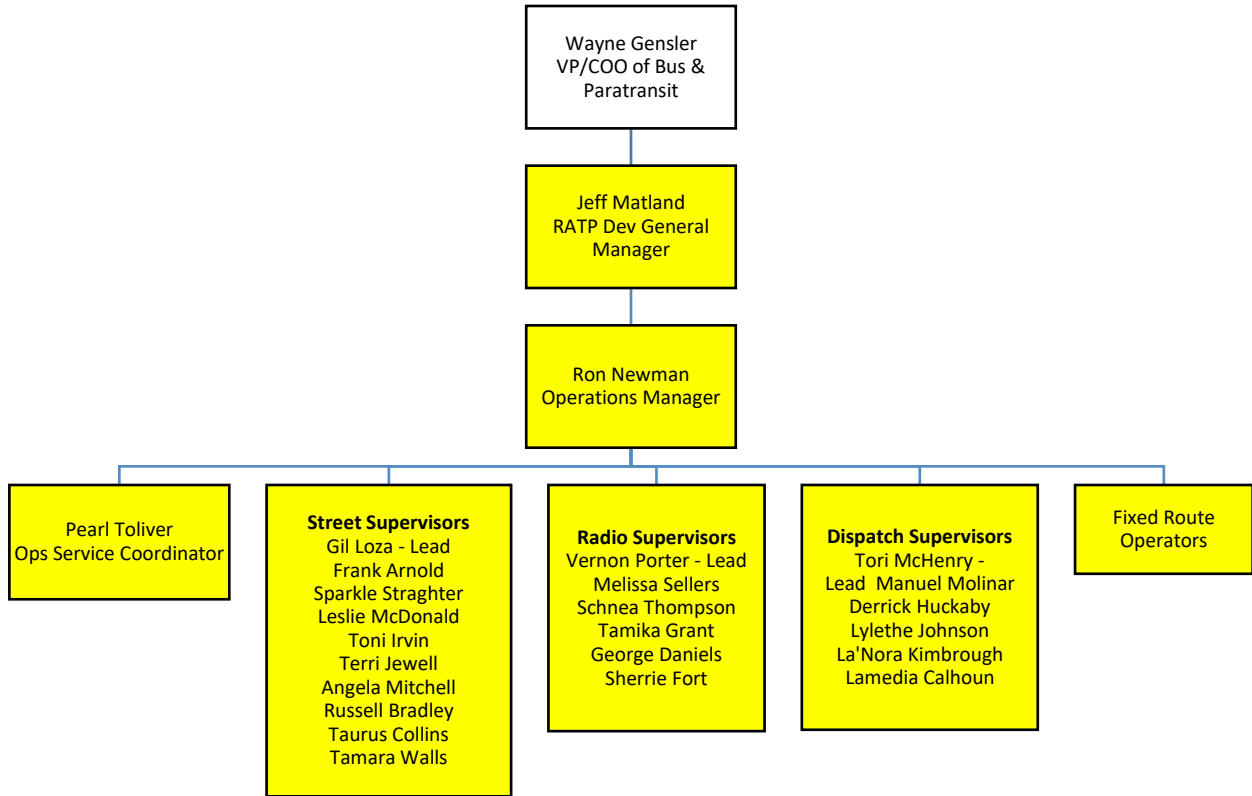
Marketing and Communications



Fort Worth Bike Sharing and Wellness

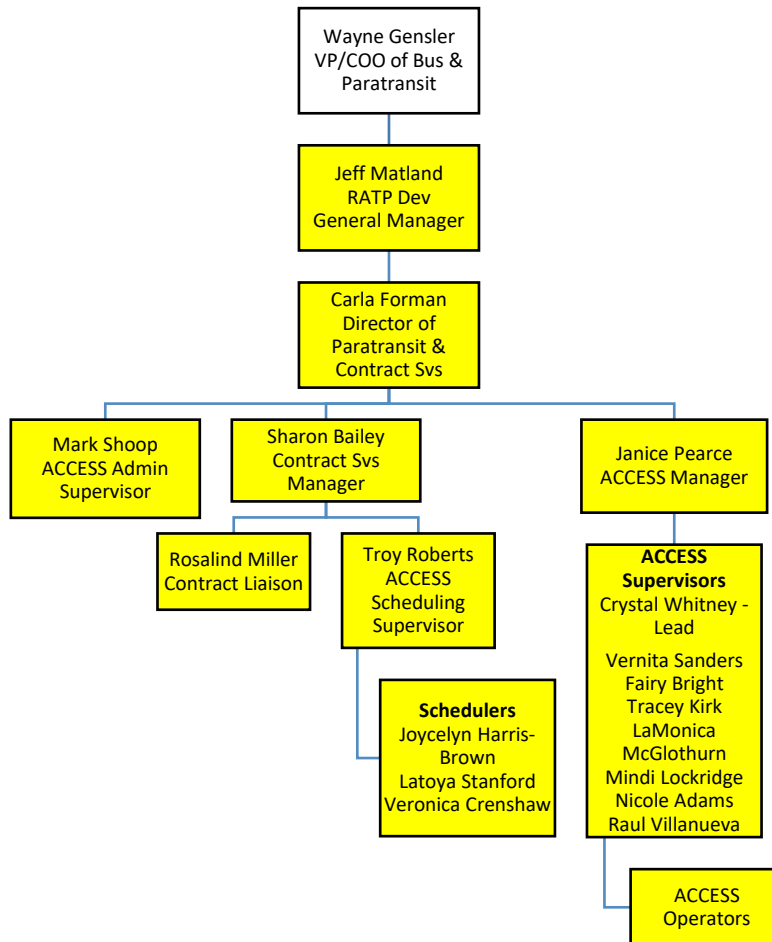


Fixed Route Operations



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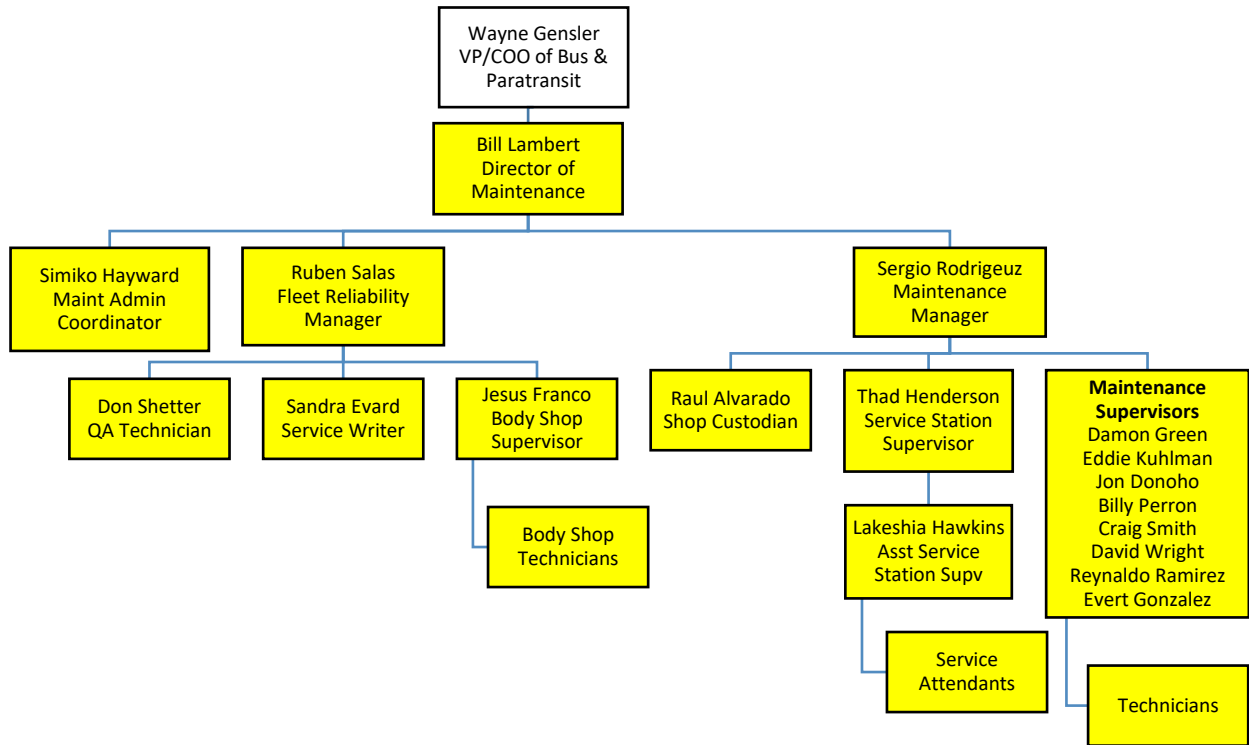
ACCESS Operations



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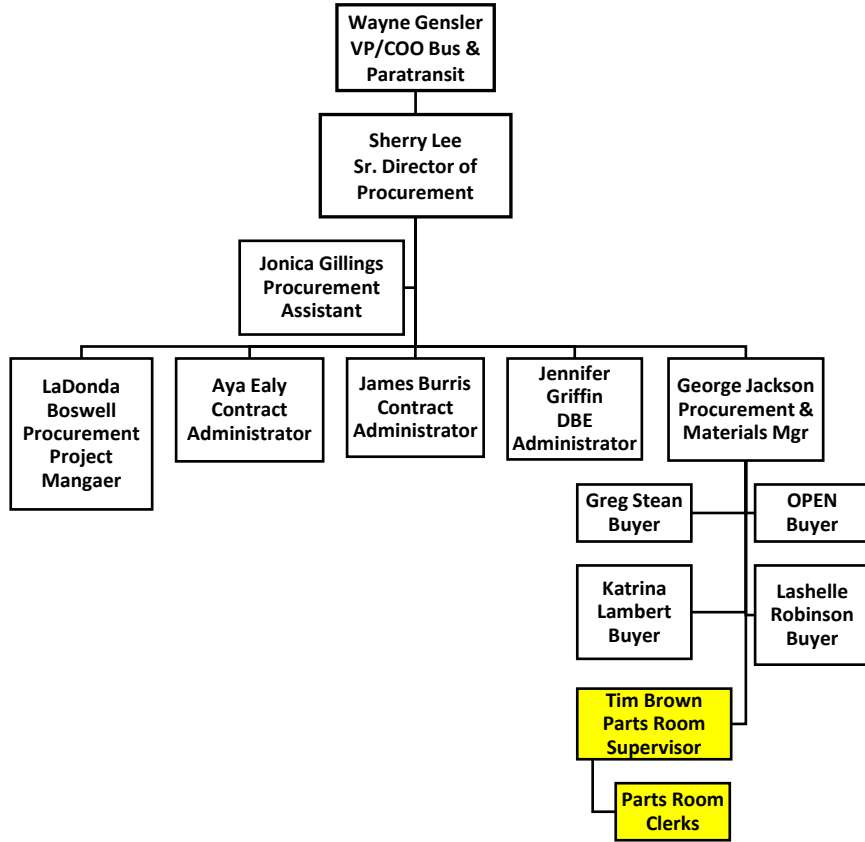
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Bus Maintenance and Technical Services



- Denotes RATP Dev Employee
- Denotes Breakout Page

Procurement

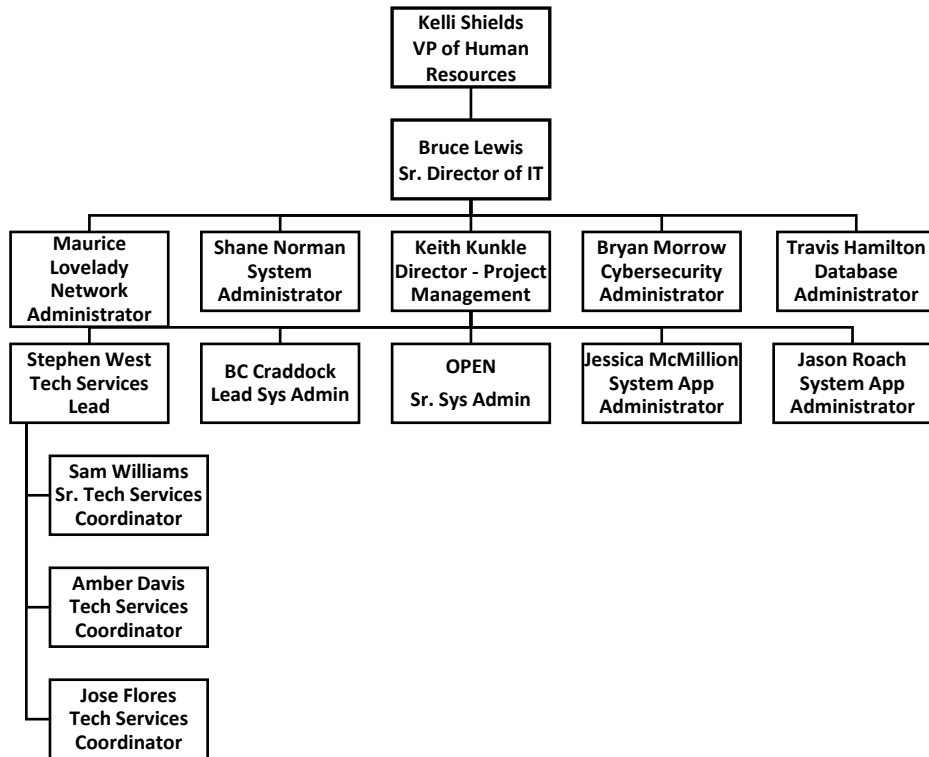


Denotes RATP Dev Employee

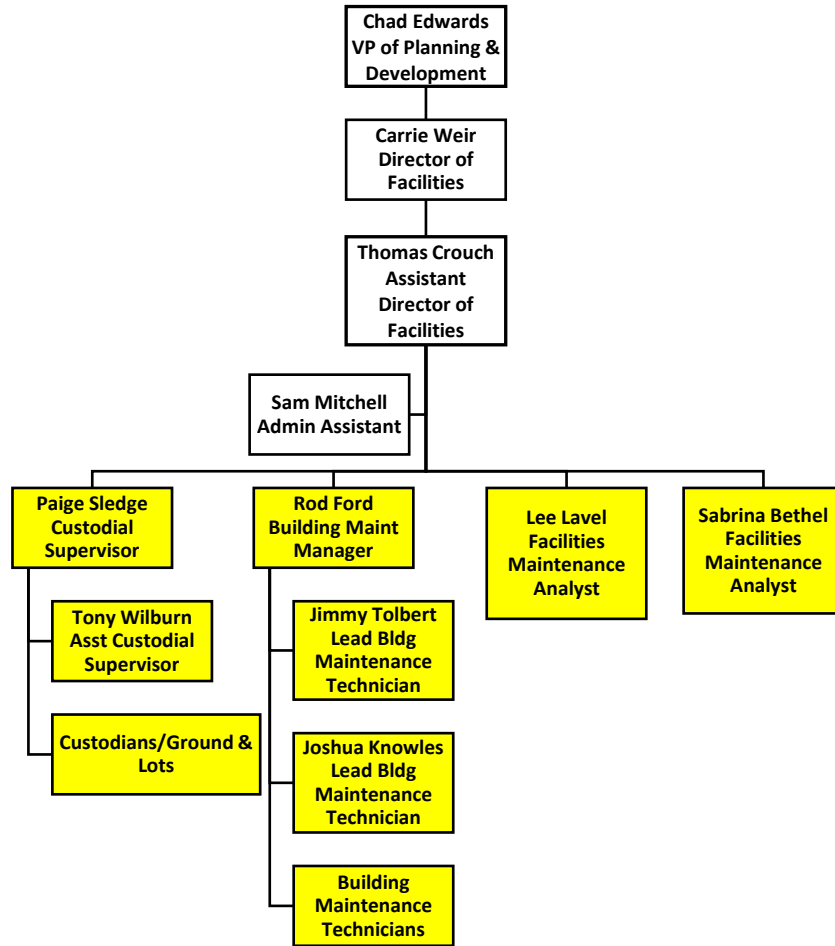


Denotes Breakout Page

Information Technology



Facilities



Denotes RATP Dev Employee

Denotes Breakout Page