

Fort Worth Transportation Authority



BUSINESS PLAN
ANNUAL BUDGET
FY 2018

[This page left intentionally blank.]



FORT WORTH TRANSPORTATION AUTHORITY

FY 2018 Business Plan and Budget Table of Contents

Transmittal Letter from the President	1
List of Principal Officials.....	5
Fort Worth Transportation Authority Organizational Chart.....	7
GFOA Distinguished Budget Presentation Award	9
Strategic Goals and Accomplishments	
Strategic Plan	11
Short Term Goals for FY 2018	13
Major Capital Projects for FY 2018.....	14
FY 2017 Accomplishments.....	16
FY 2018 Business Plan	
Business Plan Introduction	19
FY 2018 Departmental Organizational Charts and Business Plans.....	37
Financial	
Budget Introduction	99
Operating Budget Summary	106
Department Expense Budget.....	107
Five-Year Financial Forecast.....	113
Debt Administration.....	114
Summary of Positions	116
Capital Budget	
Capital Improvements Program	121

Appendix

Glossary	141
Transit Acronyms.....	149
Fare Structure.....	153
Service Area Map	155

Fort Worth Transportation Authority



2018 Board of Directors



Board Members include, seated from bottom left: Jon Michael Franks-Vice Chairman, Scott Mahaffey-Chairman, Paul Ballard-(President/CEO). Standing first row from left to right: Nicolo Genua, Tito Rodriguez, Charles Edmonds, and Mayor Alan Hooks. Standing third row left to right: Ray Taylor, Jeff King, Jeff Davis, and Neftali Ortiz. Not pictured: Dennis Dunkins.

[This page left intentionally blank.]



THE FORT WORTH TRANSPORTATION AUTHORITY

2018 BUSINESS PLAN & ANNUAL BUDGET

Letter from the President & Chief Executive Officer

December 2017

Board of Directors
Fort Worth Transportation Authority

I am pleased to present the fiscal year 2018 Fort Worth Transportation Authority (FWTA) Business Plan and Annual Budget. The fiscal 2018 budget is balanced, and reflects the vision and strategic goals of the FWTA to provide effective multi-modal transportation that meets the needs of our customers. This document outlines the fiscal year 2018 operating budget and planned capital expenditures, which will further enhance the FWTA's ability to provide efficient transportation services.

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

Business Plan

The fiscal 2018 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 2018 goals. These goals provided the framework for the development of the fiscal 2018 budget. Department heads applied the strategic goals to their areas and developed departmental business plans. The combination of the departmental business plans represents the FWTA's fiscal 2018 Business Plan, which drives the Annual Budget and formalizes the FWTA's vision for the year and beyond.

FWTA's primary focus is on enhancing the service, providing connectivity while simplifying the service to provide ease of use. Enhancing the service will provide fast, frequent, and reliable service. This will be achieved by providing longer hours of service and more weekend service while also focusing on providing a safe environment for transit passengers. We will improve the connectivity by expanding to currently unserved or underserved areas with significant transit demand. Simplifying the design of service to make it easier for customers to understand and use is a priority in the coming fiscal year. The Master Plan provides a guide for prioritizing system enhancements and developing service and infrastructure improvements to meet those needs.

FWTA has committed to implement a new commuter rail corridor in Tarrant County from Downtown Fort Worth through the City of North Richland Hills and the City of Grapevine and

into DFW Airport called TEXRail. This is a major multi-year project that requires significant staff resources as well as regional cooperation and coordination. It will cost over \$1 billion, in year of expenditure dollars, to complete and will be funded with a combination of federal, state, and local grants and contributions, including an FTA New Starts grant for more than \$499 million. The FWTA has developed a comprehensive 2035 financial plan to document its ability to complete TEXRail and to continue to improve its current bus and commuter rail operations.

FWTA achieved milestones in the TEXRail project during fiscal 2017. On December 15, 2016, FTA and FWTA signed a \$499.39 million Full Funding Grant Agreement (FFGA), which completes the local and federal funding for the TEXRail project. On September 25, 2017, the first rail car departed the Stadler plant in Salt Lake City, Utah. On October 8, 2017, during the 2017 American Public Transportation Association's (APTA) Annual Meeting in Atlanta, Georgia, TEXRail debuted the first of eight new train sets being built by Stadler. On October 18, 2017, the first three TEXRail train cars arrived in Grapevine and were assembled on the tracks just east of the Grapevine Main Station. Construction progress can be seen all along the corridor.

The initial service of TEXRail will extend from downtown Fort Worth, across northeast Tarrant County, through North Richland Hills and Grapevine, and into DFW Airport at Terminal B. This 27.2 mile regional rail corridor is projected to have more than 9,000 daily riders at initial start of service in 2018 using nine stations. By 2035, nearly 14,000 daily riders are projected to ride the system.

TEXRail is not the only project included in our fiscal 2018 Business Plan. We will complete other transportation enhancements in our member city of Fort Worth. Some of the more significant projects are:

- ***TRE Trinity River Bridge***, which is a multi-year project for \$35.0 million dollars, The FWTA needs to rehab the existing bridge and add a second bridge to enhance the structural capability of the bridge, increase its capacity, and eliminate delays caused by freight trains;
- ***CNG Station Upgrades***, which is a multi-year project for \$3.6 million dollars; and
- ***Positive Train Control (PTC)***, which is technology designed to stop or slow a train before an accident occurs. This project is an unfunded mandate imposed by Congress on all commuter rail operators. We are anticipating PTC expenditures of \$13 million in fiscal 2018.

FWTA's Business Plan also includes operational goals like improving service productivity and reducing customer service complaints and concerns, while maintaining a balanced budget. We are additionally committed to continuing our employee wellness program, which is designed to improve the health of our employees and to reduce group health insurance premiums over time.

Operating Budget

The fiscal 2018 Annual Budget is balanced and was adopted by the Board of Directors on September 25, 2017. The Annual Budget includes the operating and capital budgets. Total operating revenue is defined as all revenue except capital grant reimbursement and contributions from partner cities. It is budgeted at \$106.8 million, which is a 3.3% increase from fiscal 2017

budget. Sales tax and grant revenues are FWTA's main sources of revenue representing approximately 72.5% and 11.6%, respectively, of FWTA's total operating revenue budget. The fiscal 2018 sales tax revenue is projected to increase 4.6% compared to the fiscal 2017 budget amount. FWTA's management considered the local economy, the local unemployment rate and the local sales tax trends when determining the sales tax budget. The fiscal 2018 budget also includes operating revenue from advertising, rental fees, and investment earnings.

Some of the major issues that impacted the formulation of the FY18 Budget are operating expenses are budgeted at \$75.6 million, which is a 6.5% increase from fiscal 2017 budget. Salaries and fringe benefits are FWTA's largest expense category at \$41.5 million. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A four-year labor contract was executed effective October 1, 2016; and it will expire on September 30, 2020.

Service type expenses of \$26.4 million primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party contractors operate the FWTA's commuter rail service called the Trinity Railway Express and certain grant funded programs. Additionally, FWTA's paratransit service called Mobility Impaired Transportation Service (MITS) contracts approximately 60% of its trips. Contracting for MITS service with private contractors represents an effective way to control the high cost of providing transportation to persons with disabilities.

The largest portion of the other expense categories is maintenance at \$2.7 million. This expense category increased 15.2% in the fiscal 2018 budget from the fiscal 2017 amount. The increase is primarily due to aging fleet and scheduled routine maintenance of those fleet.

Capital Budget

FWTA's projected capital expenditures for fiscal 2018 are \$613.3 million; and FWTA's share, from local funds, is expected to be \$220.8 million. Our federal capital grant reimbursement revenue is anticipated to be \$286.6 million.

FWTA's Board of Directors and staff are committed to accomplishing the diverse components of this Business Plan, and we expect to report consistent progress in achieving our established goals. We are also committed to operate within the approved annual budget.

Sincerely,



Paul J Ballard
President & CEO

[This page left intentionally blank.]

Fort Worth Transportation Authority



List of Principal Officials October 1, 2017

Board of Directors

Scott Mahaffey, Chairman
Jon Michael Franks, Vice Chairman
Dennis Dunkins, Secretary

Mayor Alan Hooks
Ray Taylor
Neftali Ortiz
Jeff Davis
Jeff King
Tito Rodriguez
Nicolo Genua
Charles Edmonds

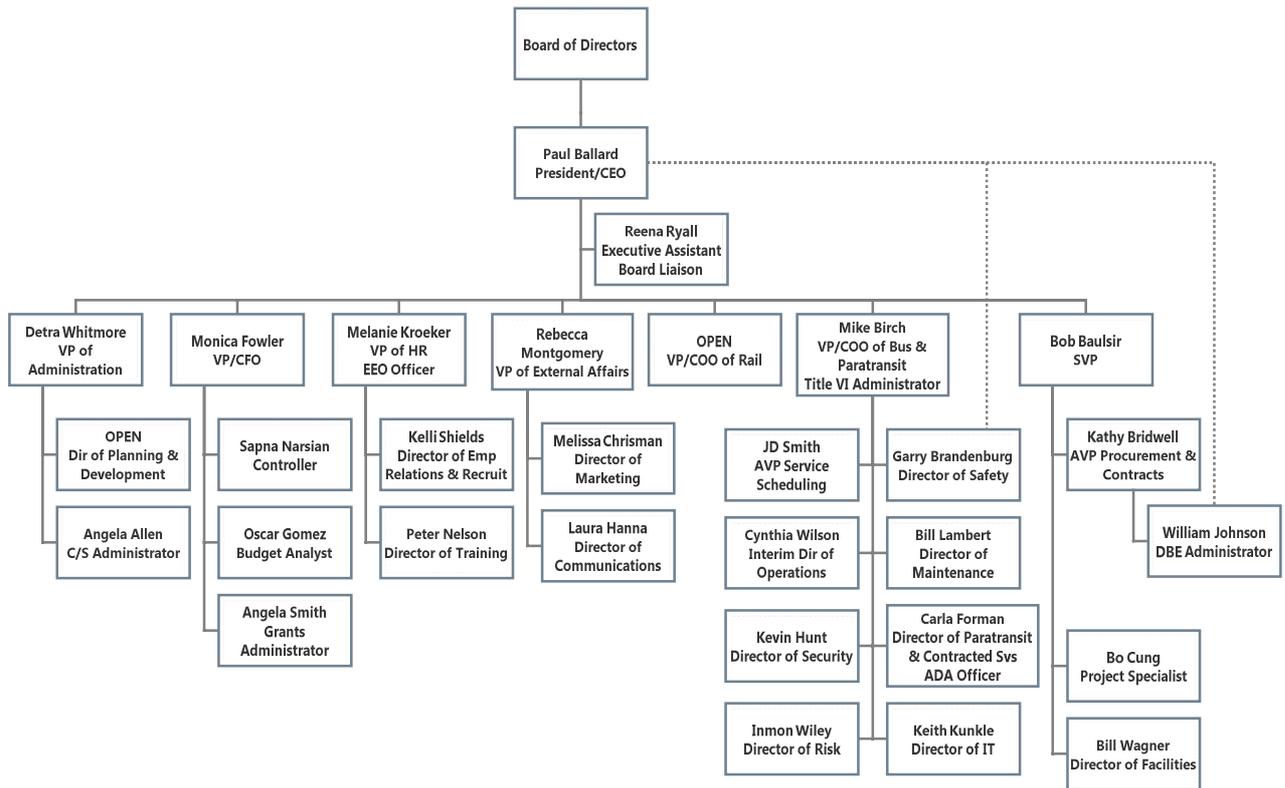
Administration

President & Chief Executive Officer
Vice President/Chief Operating Officer
Vice President/Chief Financial Officer
Vice President Rail & Procurement Services
Vice President of Human Resources
Vice President of Administration
Vice President of External
Assistant Vice President of Contract Administration/Procurement
Assistant Vice President of Service Scheduling
Interim Director of Operations
Interim Director of Planning
Director of Para Transit & Contracted Services
Director of Information Technology Services
Director of Maintenance
Director of Facilities Maintenance
Director of Training
Director of Risk & Claims
Director of Safety
Director of Security
Director of Marketing
Director of Employee Relations & Recruitment
Controller

Paul J. Ballard
Mike Birch
Monica Fowler
Bob Baulsir
Melanie Kroeker
Detra Whitmore
Rebecca Montgomery
Kathy Bridwell
JD Smith
Cynthia Wilson
Phil Dupler
Carla Forman
Keith Kunkle
Bill Lambert
Bill Wagner
Peter Nelson
Inmon Wiley
Gary Brandenburg
Kevin Hunt
Melissa Chrisman
Kelli Shields
Sapna Narsian

[This page left intentionally blank.]

Fort Worth Transportation Authority



[This page left intentionally blank.]

FORT WORTH TRANSPORTATION AUTHORITY

BUSINESS PLAN FOR FISCAL 2017



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Fort Worth Transportation Authority
Texas**

For the Fiscal Year Beginning

October 1, 2016

Two handwritten signatures are positioned at the bottom of the certificate. The signature on the left is in dark ink and appears to be 'L. J.', while the signature on the right is in blue ink and appears to be 'Jeffrey R. Egan'.

President

Executive Director

[This page left intentionally blank.]



2018 BUSINESS PLAN

VISION, GOALS, AND OBJECTIVES

Provide compelling and competitive transit service to make Tarrant County more livable and support continued economic growth.

TRANSIT MASTER PLAN

(LONG TERM NON-FINANCIAL GOALS)

Overriding Goals

The four overriding goals guiding the Strategic Plan:

1. Enhance

The FWTA will:

- Provide convenient service which appeals to a broad cross-section of Tarrant County residents
- Provide fast, frequent, direct, comfortable, and reliable service
- Develop premium services such as bus rapid transit, streetcar, light rail, and commuter rail
- Provide longer hours of service and more weekend service
- Provide a comfortable and safe environment for transit passengers
- Improve the FWTA's image

2. Connect

The FWTA will:

- Expand service to currently unserved areas of Tarrant County with significant transit demand
- Develop a Frequent Transit Network which provides frequent, all-day service from early morning to late at night in major corridors and to major destinations
- Support the vitality of the region's downtowns, local centers, and neighborhoods
- Improve transit connections with surrounding counties to develop a stronger regional system
- Continue MITS service to provide mobility and independence
- Integrate transit with other modes and make it safe and easy to access transit

3. Simplify

The FWTA will:

- Design service to be easy for customers to understand and use
- Use technology to make information readily available
- Provide enhanced public information to reduce the uncertainty of riding the bus

4. **Sustain**

FWTA will:

- Focus service in areas where transit will be most effective
- Develop cost-effective and productive transit services and programs
- Provide transit services which relieve congestion and improve air quality
- Develop services which achieve a high level of public and political support
- Continue enhanced public information to reduce the uncertainty of riding the bus
- Identify and pursue opportunities for new funding sources, including leveraging private funds

Examples of Key Objectives:

- Continue to Advance TEX Rail
- Improve Existing Service
- Expand Service to New Areas
- Develop a Frequent Transit Network
- Improve Connections/Develop Outlying Transit Hubs
- Develop Premium Services
- Improve and Expand Express and Regional Service
- Provide Better Passenger Facilities
- Improve Access to Transit
- Provide Better Information
- Improve Branding

Using FWTA's mission statement as its foundation, the Master Plan was developed to address both *short-term* and *long-term issues* identified through a public involvement program.

FWTA's Strategic Plan was adopted October 2005, and was updated in 2010. However, on February 22, 2016, FWTA accepted the Transit Master Plan. Our Master Plan goals and objectives reflect the comments and ideas of our community.

Our message is "***Provide compelling and competitive transit service to make Tarrant County more livable and support continued economic growth***".

The fiscal 2018 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 2018 goals. These goals provided the framework for the development of the FY18 budget.

The following is a list of FWTA's Short Term Goals for Fiscal 2018:

- **Regional Transit Leadership:**
 - Secure multi-jurisdictional support
 - Presentation to Chambers of Commerce, business leaders, and other municipalities on transportation values
- **Demonstrate the Value of Public Transportation for the Community:**
 - Implementations of the strategic plan (Master Plan) with guidance, and support
 - Elevate the profile of the FWTA
 - Support other avenues for transit in partnerships
 - Continue to maintain strong relationships with communities, their leaders, and key constituents
- **Provide the Best Possible Customer Experience:**
 - Develop service which is perceived as safe, clean, reliable, and competitive with an automobile
 - Design service to meet the needs of the community
 - Improve ease of ride-better customer experience
 - Benchmark and meet performance goals
 - Leverage technology to improve service
 - Enhance social media strategy to communicate with customers, stakeholders, the general public, and others
- **Continue to Improve Organizational Practices and Develop Staff:**
 - Continue to be an employer of choice
 - Maintain and nourish a culture of inclusion
 - Engage and educate healthy lifestyles to all employees through our management team
 - Continue to provide professional development opportunities

Major Capital Projects for fiscal 2018:

The following is a partial list of projects. Some of these are underway, and others are new for fiscal 2018:

- TEX RAIL
- TRE Positive Train Control
- TRE Grade Crossings
- TRE Trinity River Bridge Design/Construction
- TRE Capital Maintenance – FY18
- TRE Video Enhancements
- Vehicles Purchase – FY18
- Maintenance Service Vehicle/Security Sedans
- New Bus Wash System
- Miscellaneous Equipment and Repair Fiscal 2018
- Capital Maintenance – Facilities FY18
- Capital Maintenance Parking Lots – FY18
- Enterprise Resource Planning System Replacement
- Automated Fare Collection System
- ADA Accessible Improvements
- Multi-year Transportation Enhancements
- Interactive Voice Response System
- Mezzanine for Building Maintenance
- Point of Sale (POS) System
- Mobile View Camera System on Remaining Fleet
- On-site Health Clinic

[This page left intentionally blank.]



FORT WORTH TRANSPORTATION AUTHORITY

2018 BUSINESS PLAN

Fiscal 2017 Accomplishments

The following is a list of accomplishments achieved by FWTA during fiscal 2017. This list represents the more significant accomplishments and it includes those which relate to FWTA'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 2018 and beyond.

Completion of Major Capital Projects in 2017:

Several of the following major projects were either completed or started during fiscal 2017:

- Completed Final Design for TRE Trinity River Bridge
- ADA Accessible Improvements
- Miscellaneous Equipment & Repair – FY17
- Stadler Trains for TEX Rail are in Production
- TRE Capital Maintenance – FY17
- Capital Maintenance – T Facilities FY17
- Capital Maintenance Parking Lots – FY17
- Miscellaneous Equipment & Repair – FY17
- Multi-Year Transportation Enhancements
- Multi-Year Enterprise Resource Planning Project
- Automated Fare Collection System
- CNG Station Upgrade
- Bus Wash Facility

2017 Major Accomplishments:

- North Quadrant Expansion
- Decreased Passes/Simplified Fare Structure
- Received the Government Finance Officers Association (GFOA's) Distinguished Budget Presentation Award
- Revised and Improved Recurrent Safety Training for Vehicle Maintenance, and Facilities Maintenance
- Partnership with TCC on CDL Training
- DOT Grant Submission (for CDL Training Program)
- Farebox Training (New Fares and New Equipment)
- Implemented Quarterly Training for Customer Service Team
- Updated Safety Data Sheets (SDS) Resources for Maintenance Department

- Formalized Line Instructor Program
- Revised and Expanded Fixed Route Operator Handbook
- The FWTA Received the 1st Place Spotlight Award for the North Quadrant Marketing Campaign

[This page left intentionally blank.]



FORT WORTH TRANSPORTATION AUTHORITY

2018 Business Plan Introduction

Overview

The Fort Worth Transportation Authority (FWTA) 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, FWTA 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 FWTA will receive \$.0038 or three eights cent sales tax for the construction and operation of a commuter rail through Fort Worth, Grapevine, and into DFW Airport. This is a significant milestone in support of public transportation in Tarrant County. This action by the Grapevine citizens marks the first time in 15 years that a new city has joined with FWTA, which will help make public transit options available on a regional basis.

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

FWTA is committed to partnering with Fort Worth, Tarrant County, Grapevine, North Richland Hills and the Dallas/Fort Worth International Airport, to help alleviate growing congestion through the strategic expansion and enhancement of public transportation.

FWTA 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.

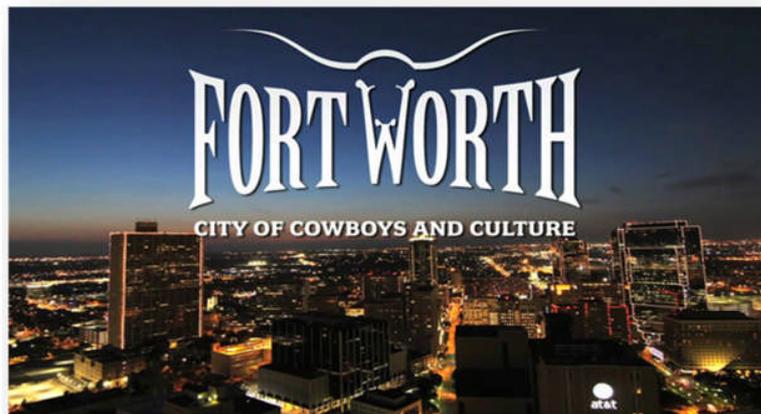
The Board of Directors establishes policies, reviews and adjusts services, develops and maintains a long-range service plan, approves all purchases exceeding \$50,000, and ratifies FWTA's Operating and Capital Budgets.

The President & Chief Executive Officer, Paul Ballard, is an FWTA employee who works directly for the Board of Directors. Approximately 123 employees also work for FWTA, under his direction. Pursuant to a contractual agreement, McDonald Transit Associates, Inc. manages the remaining employees, who work for the Operations, MITS and Maintenance Departments.

[FWTA Service Area](#)

FWTA's service area includes the cities of Fort Worth and Blue Mound both located in Tarrant County, in north-central Texas. The area encompasses 343.44 square miles and excludes Grapevine. The estimated 2017 population for Tarrant County, according to the Texas Department of State Health Services is 2,023,985. Tarrant County's population increased by more than 25,536 people from October 2016, through September 2017. This area is the sixth largest population growth area in the nation, according to data for counties and metropolitan areas. The Dallas/Fort Worth/Arlington Metropolitan Statistical Area (MSA) is the second largest population centers in Texas.

Tarrant County is an urban county located in the north central part of Texas. Today much of the flavor and attitudes that are the history of Tarrant County live on. The frontier has changed, but not the pioneering spirit. Tarrant County is now home to a diverse spectrum of businesses and lifestyles. Cattle and agriculture, as well as aerospace companies and defense contractor, play a major role in the economic foundation of the County. Tarrant County's western heritage sits side by side with its internationally renowned Cultural District.



From the Stockyards

Fort Worth’s world famous Historic Stock Yards are a popular tourist destination served by routes 12, 14, 15, 45, and 91.



To Walmart



Walmart has a large assortment of products for your everyday needs. Get to multiple Walmarts across Tarrant County by taking routes 1, 6, 14, 21, 22, 24, 27, 32, 46, 57, 72, and 90.

To Somewhere in Between

Whether you plan on going to school, work, shopping, the doctor, sightseeing, or somewhere in between, the FWTA’s transportation services can get you there safely and efficiently.



With such a diverse mix of styles, there is never a lack of things to do and see. Once dependent on defense plants and its military base, Tarrant County's economy has been transformed into one of the most vibrant and diverse in the nation and is leading the regional resurgence in business relocations and expansions, retail development and new housing construction. Tied to the oil rigs and cattle ranches of west Texas, Tarrant County's businesses today reach around the globe and the County's commercial and industrial airports are among the country's foremost international gateways.

Today, Fort Worth is expected to reach 854,113 people by the end of 2017, this an increase of 19,942 residents according to The World Population Statistics. The Dallas/Fort Worth/Arlington Metropolitan Statistical Area was ranked 12th in the nation and 2nd in the state.

The Dallas-Fort Worth-Arlington Metropolitan Statistical Area consist of two metropolitan divisions – separately identifiable employment centers within the larger metropolitan area. The Dallas-Plano-Irving Metropolitan Division accounted for 71 percent of the area's workforce, added 90,400 jobs from May a year ago, an increase of 3.6 percent. The Fort Worth-Arlington Metroplex Division, accounted for 29 percent of the areas' workforce, added 25,400 jobs during the last 12 month period, a gain of 2.5 percent.

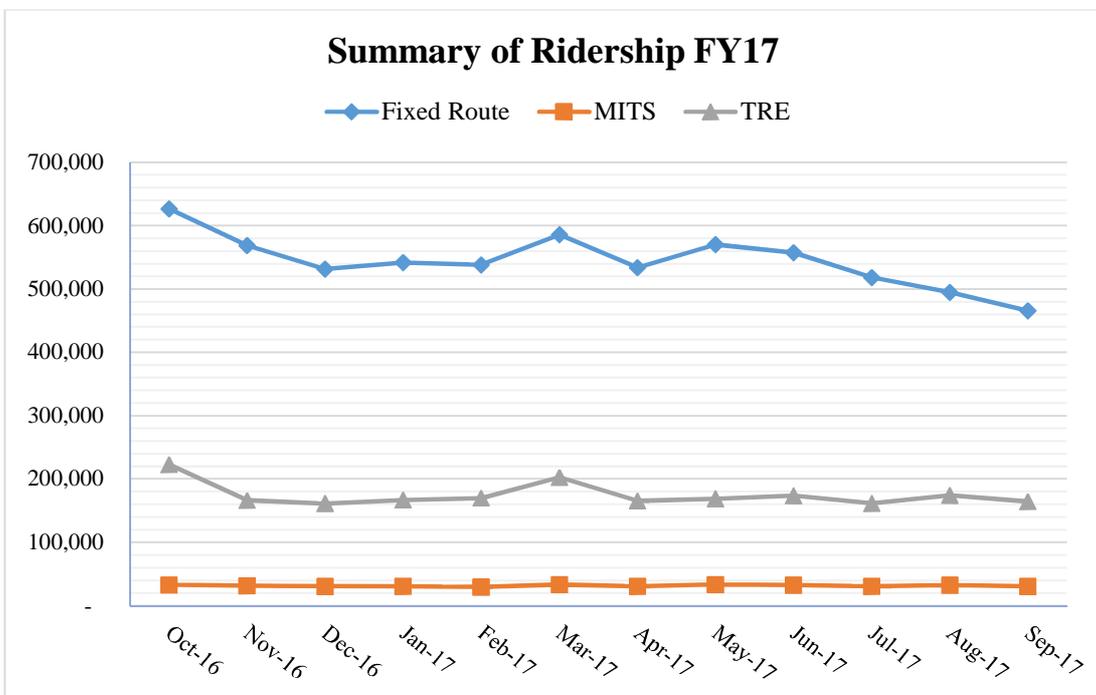
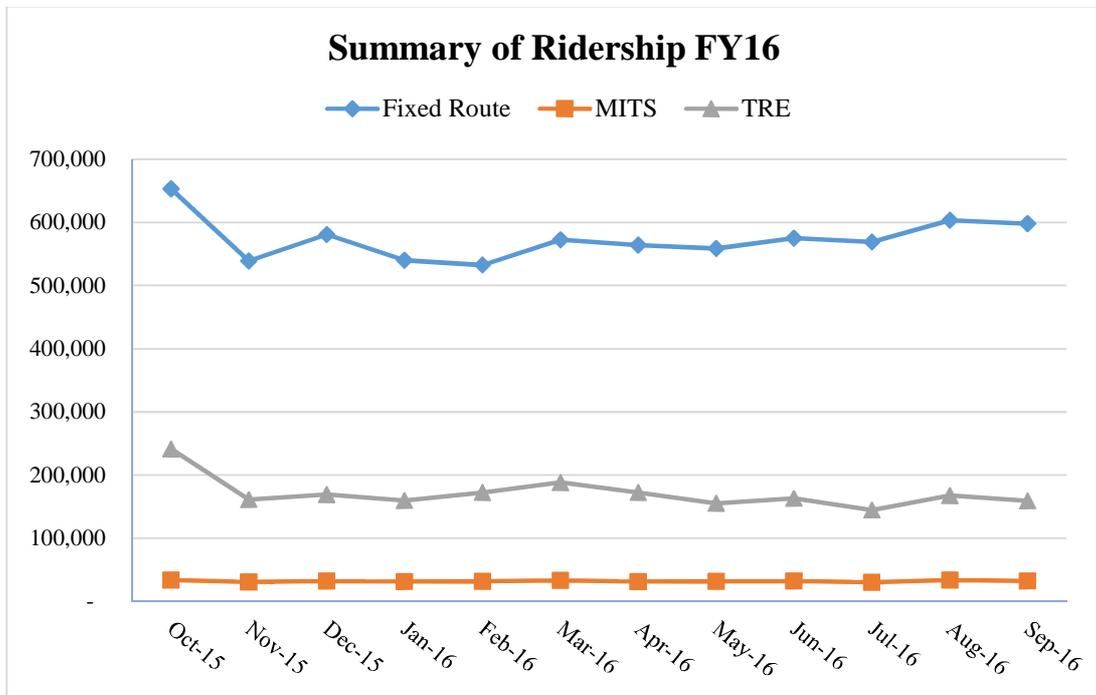
The residents of Fort Worth and Tarrant County are genuinely friendly, spirited, and quite diverse. Fort Worth is consistently ranked among the top places in the nation to work, live, and do business. Whether born here or newly arrived, Fort Worth is home in every sense of the word, with affordable, high-quality living, a diverse business environment, outstanding education from kindergarten through college, a temperate climate, popular attractions, sophisticated fine art, community solidarity, renowned performing arts, and a bustling downtown which is the pride of its citizens and a model for cities across the nation.

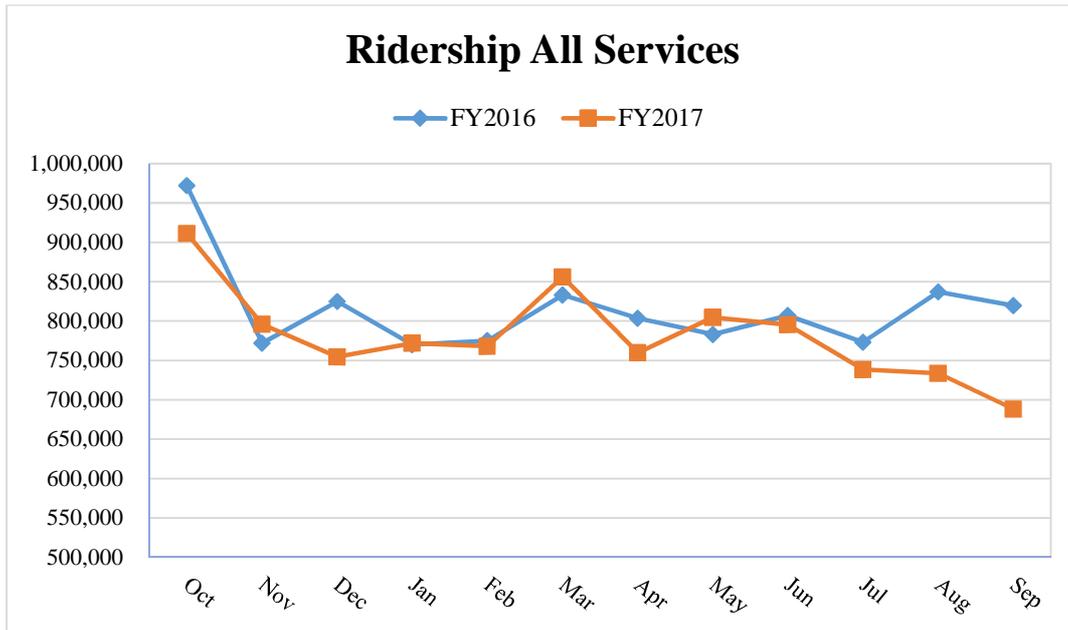
The FWTA provides fixed route and express bus service within Fort Worth city limits, including the Alliance Area and Denton. This year on March 20th, the Board approved a partnership with the City of River Oaks and service began on April 9th of 2017. This service includes four bus stops and limited para-transit service. MITS service is provided to Fort Worth, and the City of Blue Mound. The FWTA is currently in discussions with other cities, to establish additional partnerships.

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

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

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





Transit systems across the country are seeing decreases in ridership. Possible explanations for this trend could be the result of growing popularity of ride share apps, growth of jobs outside service areas, and lower fuel costs.

Facilities

Hershel R. Payne Transportation Complex, a consolidated facility completed during fiscal year 1997, serves as FWTA’s maintenance, and operations center just east of downtown Fort Worth.

The FWTA operates transfer centers at three area malls, La Gran Plaza de Fort Worth at I-35 South and Seminary Drive, Ridgmar Mall at I-30 and Green Oaks and Hulen Mall located at I-20 and Hulen Street. Locating a transfer center on mall property is good for local merchants and FWTA customers. In addition, the Sierra Vista Transfer Center is located at 1500 E. Berry Street. These facilities provide outstanding passenger amenities, while efficiently transferring our customers to other parts of the service area.

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

Our newest facility is the North Park & Ride located at 10157 North I-35 West between Golden Triangle and Heritage Trace. There is enhanced peak hour service and limited all day service to the park & ride facility as well as the Alliance corridor and service connections to Denton.

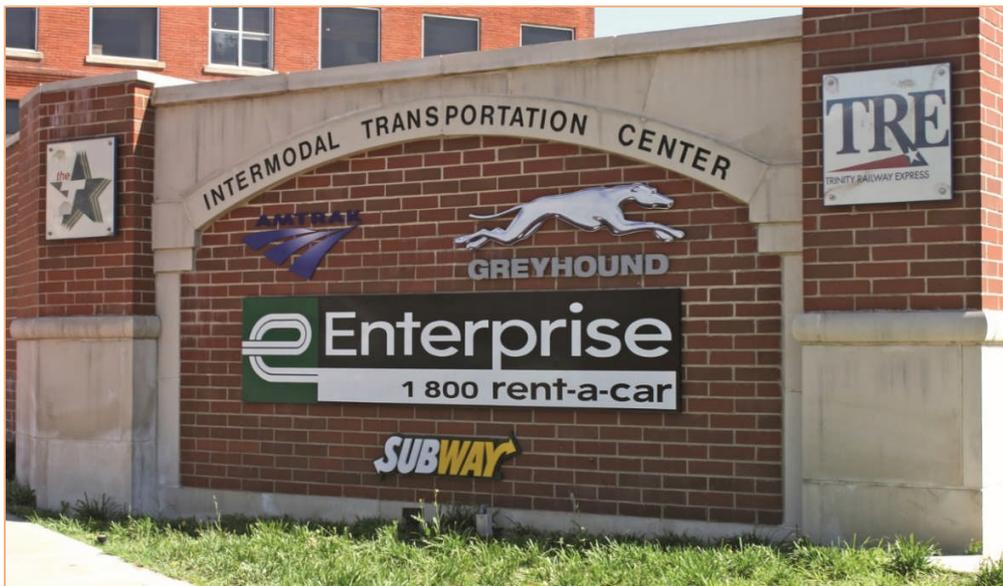
There are five TRE stations in Tarrant County, which are as follows:

- **Texas and Pacific (T&P) Station** at Lancaster and Throckmorton Streets. Wood Partners Group developed condominiums on the upper floors, above FWTA’s main waiting room.

The waiting room is leased for weddings and large functions. Its classic art deco decor is a popular venue for various events.



- **Intermodal Transportation Center (ITC)** at 9th and Jones Streets. The FWTA's Customer Service Call Center was relocated from the ITC to HRP in the spring. A new storefront at 800 Cherry Street as well as the kiosk, on the first floor of the ITC, our downtown transit center provide customers options for purchasing tickets or getting information. Enterprise Rent-A-Car, Amtrak, Greyhound Bus Lines, and Subway lease space at the ITC.



- **Richland Hills Station** at Handley-Ederville Road and Highway 121. The station's double tracking project was completed September 14, 2009.
- **Bell Station** at Bell Helicopter Boulevard off Highway 10 across from Bell Helicopter.
- **CentrePort/DFW Airport Station** off Highway 360 just south of Dallas/Fort Worth (DFW) Airport. This station has an expanded parking lot and shuttle service to DFW Airport. Also FWTA provides service to CentrePort employers with Route 30.

Special Transportation Services

The FWTA currently has the following special transportation services:

- **The Vanpool Program** is open to individuals whose work trips begin or end in any of the eight counties on the western side of the Metroplex. This program is funded through federal grants, and the local match is provided by the FWTA. The passenger monthly fees offset a portion of the program's operating expenses.
- **The North East Transportation Services (NETS)** provides rides for the elderly or disabled persons within the city limits of Bedford, Euless, Grapevine, Haltom City, Hurst, Keller, and North Richland Hills. FWTA has an Interlocal Agreement with NETS to administer the NETS program, and Catholic Charities provides the service through a contract with FWTA.
- **Tarrant County Transportation Services (TCTS)** provides rides for the elderly or disabled. This service is for residents within Tarrant County, but outside The T service area. Catholic Charities is the provider, and FWTA oversees the operation.
- **Northeast Tarrant County Job Access** funds were made available to FWTA through the Federal Transit Administration (FTA) to fund transportation service expansion from the TRE CentrePort Station to employment sites in CentrePort. As required by Job Access Funding, the service provides access to employment, occupational training, and other employment-related activities.

Trinity Railway Express (TRE)

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

In fiscal 2017, TRE Tarrant County boarding provided 963,026 passenger trips or 2.7 percent increase from passenger trips in fiscal 2016.

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

The FWTA and DART have contracted with Herzog Transit Services Inc. for the operations of the TRE, including dispatching, maintenance of the tracks, and maintenance of the vehicles. The TRE has a track use agreement with four freight railroads including: BNSF Railway; Union Pacific; Fort Worth and Western Railroad; and Dallas, Garland and Northeastern. Under these agreements, the aforementioned railroads are allowed to operate on the TRE corridor for a fee. TRE also receives revenue from the lease of the right-of-way. The freight lease revenues are used to offset the maintenance and operational costs of the TRE passenger service. During fiscal 2017, these agreements generated approximately \$2.3 million in revenue.

TRE has acquired and refurbished seven (7) F-59 locomotives and 12 bi-level cars from Toronto Canada's GO Transit. TRE has acquired two (2) new F-59 PHI locomotives and 13 bi-level cars as the service expanded into Tarrant County and the ridership increased. The current fleet is 25 bi-level coaches 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 5:01 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, free shuttle bus service is provided from CentrePort to the South remote parking lot at DFW Airport, where passengers can transfer to other DFW buses which serve the terminals.

Special event service to and from Victory Station is offered for most events (e.g. professional sports and concerts) via regularly scheduled eastbound trains and 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.

Service Updates

Fiscal 2017 bus ridership was 6,534,222, which is a decrease of 353,793 passenger trips or 5.4% decrease over the same period in fiscal 2016. MITS ridership for fiscal 2017 was 377,219, which was an increase of 1.7% compared to 2016. TRE ridership for fiscal 2017 was 2,097,999, increase 2.1% over 2016. Vanpool service for fiscal 2017 was 322,356, a decrease of 18.8% compared to fiscal 2016.

Federal Grants in Fiscal 2018

The Grant Administrator at FWTA is responsible for identifying funding for the capital budget. Federal funding through grants administration finances a variety of projects that range anywhere from vanpool programs, CNG, and rail construction projects.

- The procurement of environmentally friendly Compressed Natural Gas transit vehicles.
- Modernization of rail track on the Tarrant County side of the Trinity Railway Express.
- Program Management, Engineering Design Support, and Construction Services for TEX Rail.
- ADA improvements for constructing ADA accessible bus stops.
- Installation of 50 shelters throughout FWTA service area.
- Job Access/Reverse Commute services to busy employment centers of commerce, such as the Alliance area north of Fort Worth.
- Transit enhancements such as public art, landscaping, signage, and other scenic beautification projects around service area bus stops.
- Implement TCTS funding initiative with Tarrant County.

The FWTA's Disadvantaged Business Enterprise (DBE) Goal for Fiscal Year 2018

As a recipient of Federal Transit Administration (FTA) funding, FWTA 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 FWTA's federally funded contracts.

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

The DBE overall goal setting process is required every three years for all FTA grantees which expect grant awards of at least \$250,000 in FTA-assisted contracts, and it must conform to FTA's goal setting process as outlined by 49 CFR Part 26. The FTA does not approve the DBE overall goal of grantees. However, the FTA does review and approve the methodology used to calculate the goal. The FWTA's overall goal for fiscal 2017 – fiscal 2019 is 25% DBE participation.

The TEX Rail D/M/WBE project goal for design and construction has also been set and was approved by the Board in October 2012. The TEX Rail D/M/WBE Design and Construction project-specific goal is a minimum 12% DBE participation and an overall D/M/WBE participation of 30%.

To achieve diversity and inclusion, the FWTA 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 hosting let's do business workshops, attending outreach events, one-on-one consultations and notifying DBEs regarding solicitation opportunities.

Unemployment

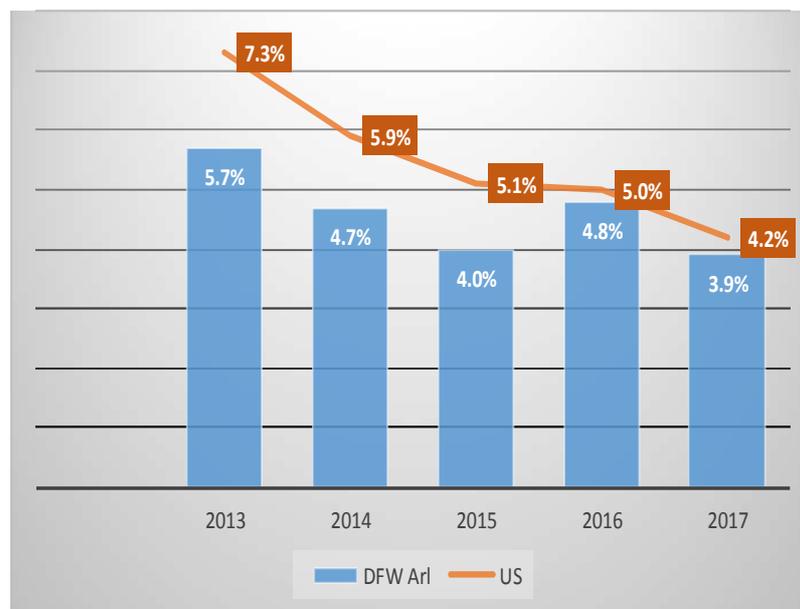
The national unemployment rate for September 2017 was 4.2 percent according to the U.S. Bureau of Labor Statistics. The Texas unemployment rate for September 2017 was 4.0 percent.

The already low Texas unemployment rate continued to slide in September, even though the state lost 7,300 jobs from Hurricane Harvey, according to the Texas Workforce Commission, that performance was the worst since March 2016, when the state lost 9,400 jobs as oil prices cratered.

Despite the bad news, the unemployment rate fell to 4 percent, down 0.2 percent from the previous month's rate, which was already the lowest in a decade.

The unemployment rate for Fort Worth during the month of September 2017 was 3.9 percent. (*U.S. Labor Statistics*)

Annual Average Unemployment Rates



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

Employment

The Metroplex consists of two Metropolitan Statistical Area (MSAs) division-separately identifiable employments centers within the larger metropolitan area. The Dallas-Plano-Irving Division, which accounted for 71 percent of the area workforce, with the addition of 70,900 jobs, a gain of 2.8 percent from August 2016 to August 2017.

The Fort Worth-Arlington Metropolitan Division, which accounted for 29 percent of the area’s workforce, added 25,800 jobs during the last 12-month period, a 2.6 percent increase over 2016.

Some of Fort Worth’s Top Employers:

Employers	Employees
AMR/American Airlines	25,000
Lockheed Martin Aeronautics Company	14,126
Fort Worth Independent School District	12,000
NAS Fort Worth JRB	11,350
JPS Health Network	6,500
City of Fort Worth	6,195
Cook Children’s Health Care System	6,042
Bell Helicopter Textron	4,953
Tarrant County College	5,999
Alcon Laboratories	5,393
BNSF	4,500
JP Morgan Chase	3,678
GM Financial	3,820

YEAR IN REVIEW

FWTA

In August, 2017 the FWTA purchased 801 Grove Street in downtown Fort Worth. This is a five story, 49,815 square foot building that was built in 1908, and newly renovated in 2010. The FWTA will make this their new headquarters.



Best Practices: Improving Efficiencies



Paul Ballard President & CEO

We believe customer service and the rider experience are so important that we have found new ways to enhance those areas. One of the first practices put into play was to hire bus operators who are friendly and focused on serving the customers. Whether or not candidates have a commercial driver's license is not essential. We would rather provide the training to the right candidates rather than hiring drivers with years of experience, but who are not good with people.

One of our best practices is our communication system that we use to inform drivers about important information. We use digital monitors to push route changes, detours, wellness activities, performance measurements and other timely information. Additionally our operator assignment module is configured to print out important notices and work assignments when the operator clocks in to his or her assignment. All of these systems help us to keep the operators better informed which we believe equips the driver to more effectively operate our services.

All of our employees use our transit system and take a survey at least once a month. The purpose is twofold: We have an opportunity to compliment or make a correction, and our employees experience our organization from the customer's perspective and can better talk about our services.

Our senior leadership team meets weekly and then takes a group bus ride to lunch as part of our quality assurance program. This offers a chance for us to partake in different routes each week and to talk with customers and share information while we are on the bus or at a stop.

As we began implementing our master plan last year, we divided the city into quadrants to tackle them region by region. We started in the north quadrant, where we extended service, straightened routes for better efficiency and increased frequency. We are now turning to the west, where we plan to increase frequency and modify routes to provide better access to downtown and to education and employment opportunities.

In the last year, we have implemented new websites. One is our main website of www.FWTA.org and the other is for our TEXRail commuter rail line, www.TEXRail.com. The 27-mile TEXRail route will run from downtown Fort Worth to Dallas Fort Worth International Airport's Terminal B and will be open for revenue service in late 2018.

To keep customers informed about TEXRail progress and other important news, we have increased our social media presence, which has yielded higher engagement and rising numbers of followers.

Other customer-friendly implementations include the NextBus app to give riders real-time arrival and departure information, new fare boxes to decrease dwell time, and a new paint scheme to give our buses a fresh, modern look.

Easy Ride

== COMMUTER PROGRAM ==

“Fort Worth has a growing millennial population, and they prefer public transit for commuting to work or getting around town,” said Rebecca Montgomery, vice president of governmental relations, who touts the program as a win-win for employers and employees.

“We partner with businesses to make it convenient and economical to use public transportation,” she said. “Plus, employee program participants get a 25 percent discount from us.”

[EasyRide Commuter Program](#)

EasyRide is the FWTA’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.

Employer Benefits:

- Reduce parking costs and capacity needs
- Lower Stress levels for employees
- Use as a tool to recruit and retain staff
- Show commitment to sustainability and going green

Employee Benefits:

- Receive a pre-tax transit spending account
- Gain a new benefit when company pays part or all of the costs
- Access dependable transportation
- Eliminate parking expenses
- Reduce stress, vehicle wear – and- tear

Choosing public transportation for your daily commute can rack up nearly \$10,000 in annual savings, according to the new *Transit Savings Report* from the American Public Transportation Association (APTA). The study shows an average annual savings of \$9,686 for someone who stops commuting by car and opts for public transit.

Cost savings, convenience and a preference for public transit are among the reasons travelers are choosing the Fort Worth Transportation Authority’s EasyRide commuter program.

Some of the companies participating in the EasyRide program include:

- American Airlines
- City of Fort Worth
- Fort Worth Club
- JP Morgan Chase
- JPS Health Network,
- Oncor Electric Delivery
- XTO Energy
- University of North Texas Health Science Center
- Bell Helicopter
- First American Payment Systems
- GM Financial
- NBC Universal, Channel 5
- Tarrant County Government

Participants in EasyRide can choose services from the Fort Worth Transportation Authority, Trinity Railway Express, Dallas Area Rapid Transit, and Denton County Transportation Authority.



The FWTa’s TEX Rail Project-Vision in Action Milestones FY17

Highlights from FY17

- First TEX Rail train arrives in Grapevine in November 2017
- TEX Rail debuts at American Public Transportation Association
- Archer Western selected as contractor to build the TEX Rail station at DFW’s Terminal B. The contract was awarded February 2017
- Full Funding Grant Agreement from the Federal Transit Administration in December 2016

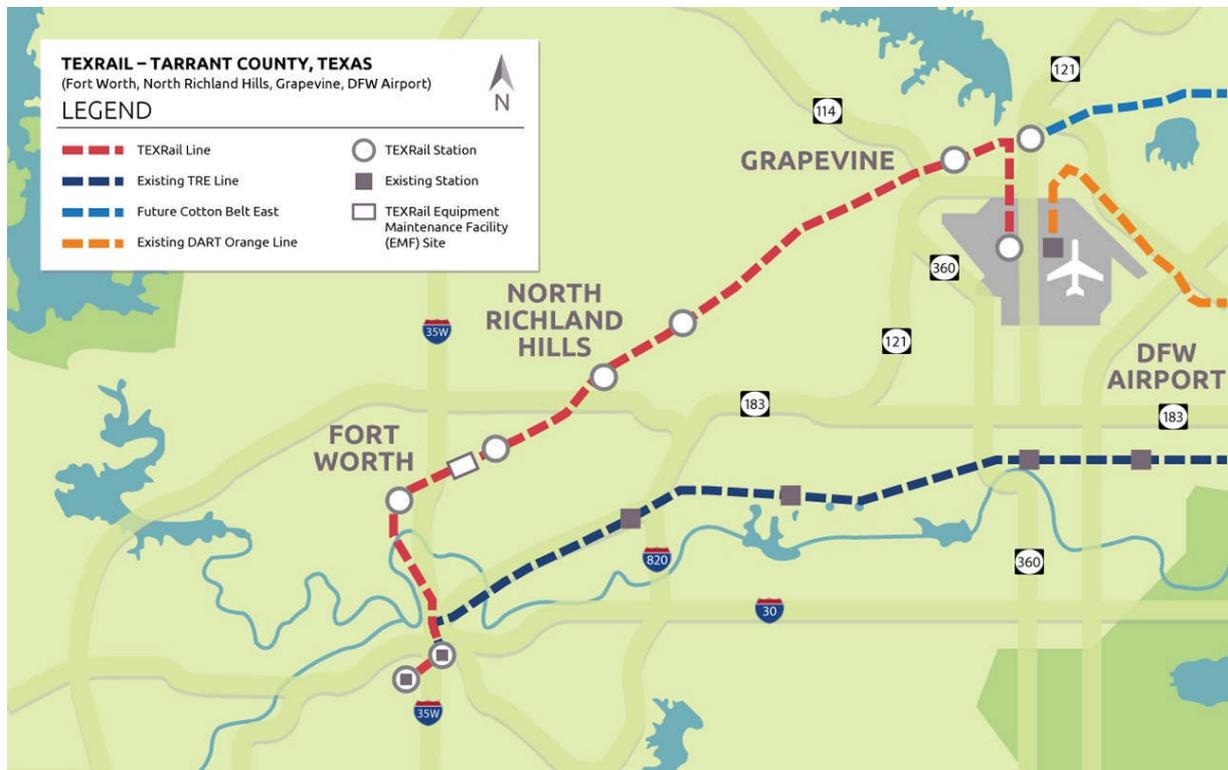


TEX Rail Train arrives in Grapevine

TEX Rail Train revealed at APTA annual conference in Atlanta, GA.



Nine Stations from T&P to Terminal B



[TEX Rail Facts at a Glance](#)

The opening commuter rail line, or initial service section, will extend from downtown Fort Worth, across northeast Tarrant County and Grapevine, and into DFW International Airport's Terminal B:

- 27.2-mile regional rail corridor
- 9 Stations at opening
- Diesel (DMU) Multiple Units
- Quieter than Locomotive Hauled Coach technology

- More fuel efficient
- No locomotive, operator sits at end of passenger car
- Positive Train Control
- This 27-mile regional rail corridor is projected to have more than 9,094 daily riders at the initial start of service using eight rail stations.
- By 2035, there will be 9 stations and approximately 14,000 daily riders.
- FWTA is targeting 2018 for the opening, when TEX Rail will begin revenue operations.

Keep on Track . . .

Website: www.TEXRail.com | E-mail: info@TEXRail.com | Telephone hotline: 817-215-8785

LOOKING AHEAD TO 2018

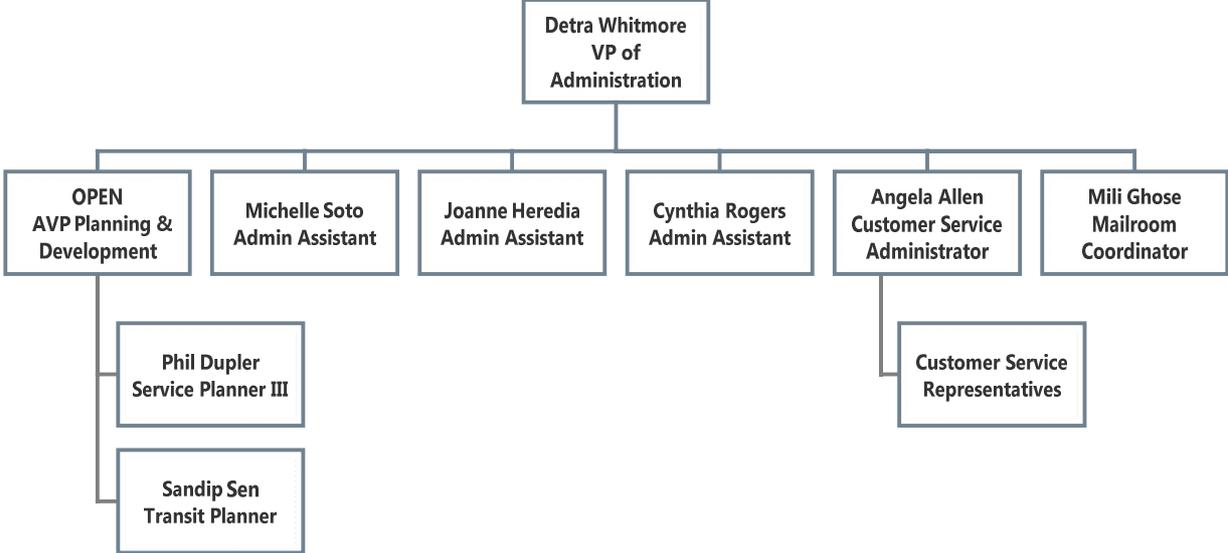


The TRE ran on Sundays during the State Fair

Major Projects for 2018

- Continued Implementation of the Transit Master Plan
- New Vehicles (40' CNG Buses)
- TEX Rail Milestones
- New Plans for a TOD partnership with the Fort Worth Housing Authority for a mixed use development.
- Positive Train Control
- Implementation of the Enterprise Resource Project (ERP)

Administration



[This page left intentionally blank.]



Administration

Functions and Responsibilities

Administrative staff provides leadership and direction to ensure that FWTA meets its mission, goals, and objectives. Additionally, the administrative staff ensures sound ethics and fiscal management for the agency consistent with federal, state and local laws and sound public practices.

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Implemented Fare Change
 - Decreased Passes/Simplified Fare Structure

- **Demonstrate the Value of Public Transportation in the Community:**
 - North Quadrant Expansion
 - New City of River Oaks Partnership
 - Planning for Expansion in West Quadrant & South Quadrant

- **Provide the Best Possible Customer Service:**
 - Staff attended In-House and Outside Training
 - Implementation of (IVR) Interactive Voice Response System
 - Simplify Fare Structure

- **Continue to Improve Organizational Practices and Develop Staff**
 - Staff attended In-House and Outside Training
 - Implemented Lunch & Learn Program
 - Received Signed Declaration for Records Retention Program
 - Implemented New Records Retention Program

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - Presentation to Chambers of Commerce, business leaders, and other municipalities on transportation values
 - Board Members and Senior Staff participate in regional transit meetings

- **Demonstrate the Value of Public Transportation in the Community:**
 - **Implementations of the strategic plan (Master Plan) with guidance and support**
 - Presentation to Chambers of Commerce, business leaders, and other municipalities on transportation values
 - Expansion and creation of new routes
 - Create a partnership with the City of Fort Worth and other municipalities

- **Provide the Best Possible Customer Experience:**
 - **Leverage technology to improve service**
 - Implementation of new technology for fare media

- **Continue to Improve Organizational Practices and Develop Staff:**
 - **Continue to be an employer of choice**
 - Encourage agency-wide professional development
 - Implement Diversity and Sensitivity training for all employees



Customer Service

Functions and Responsibilities

Provides customer information for TRE, fixed route bus, and MITS paratransit service via telephone and internet. Handles customer inquiries, suggestions, complaints, and maintains the lost and found items. Communicates with the MITS dispatcher regarding MITS trips as necessary.

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Implemented Fare Change
 - Ongoing customer skills/customer service training to ensure professional responses to customer inquiries
- **Demonstrate the Value of Public Transportation in the Community:**
 - Implementation of North Quadrant Expansion with guidance and support
 - Planning for Expansion in West Quadrant & South Quadrant
 - Educating the community on the benefits of using FWTA services
- **Provide the Best Possible Customer Service:**
 - Staff attended In-House training
 - Implementation of (IVR) Interactive Voice Response System
 - Staff Quality Assurance Program (QAP) bus ride, 1 per month
 - Monthly interdepartmental meetings to share ideas and best practices
- **Continue to Improve Organizational Practices and Develop Staff**
 - Staff attended In-House Training
 - Monthly interdepartmental meetings to share ideas and best practices
 - Implemented New Records Retention Program

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - On-going customer skills/customer service training to ensure professional responses to customer inquiries
- **Demonstrate the Value of Public Transportation in the Community:**
 - **Implementations of the strategic plan (Master Plan) with guidance, and support**
 - Implementation of new routes

- Continue to educate community on the benefits of using FWTA service
- Implementation of TEX Rail

➤ **Provide the Best Possible Customer Experience:**

- **Leverage technology to improve service**
 - Implementation of new technology for fare media
 - Staff QAP bus ride, 1 per month

➤ **Continue to Improve Organizational Practices and Develop Staff:**

- **Continue to be an employer of choice**
 - Staff will attend in-house training
 - Monthly interdepartmental meetings to share ideas and best practices



Planning

Functions and Responsibilities

Responsible for coordinating the strategic service, and long-range planning activities of FWTA.

FY2017 Accomplishments

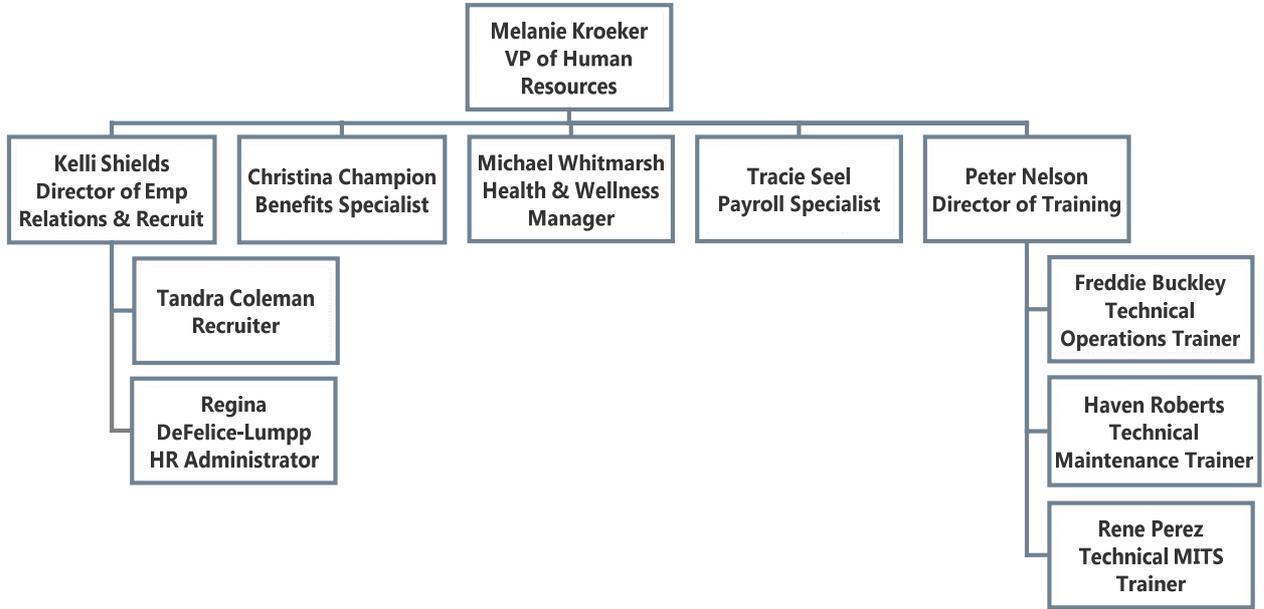
- **Regional Transit Leadership:**
 - Developed service plans for regional expansion – enlisted River Oaks as a partner agency with new bus and MITS service
- **Demonstrate the Value of Public Transportation in the Community:**
 - Implemented North Quadrant bus service which will demonstrate high-quality, high-frequency transit service
- **Provide the Best possible Customer Service:**
 - Assisted in Transit 101 presentations
- **Continue to Improve Organizational Practices and Develop Staff**
 - Completed Title VI Report on time and delivered to FTA

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - In support of Transit Master Plan implementation, FWTA Planning staff will make presentations as needed and prepare technical papers and maps highlighting area-specific projects for potential regional partners
 - Planning staff will develop guidance for the strategic expansion of park and-ride facilities. Guidance will be developed by September 2018.
- **Demonstrate the Value of Public Transportation in the Community:**
 - **Implementations of the strategic plan (Master Plan) with guidance, and support**
 - Planning staff will lead the development of quadrant-by-quadrant Operations Analysis working toward the implementation of the Transit Master Plan. West quadrant planning will be completed by 1st quarter 2017.

- Planning staff will participate and/or lead presentations of Transit 101 “How to Ride a Bus” to local community groups.
- **Provide the Best Possible Customer Experience:**
- **Leverage technology to improve service**
 - Planning will acquire new mapping tools which will make planning bus service accessible in remote settings such as at public meetings or community events.
 - Planning staff will assist coordination with Transportation Network Companies such as Uber, Lyft, or GetMe to develop a variety of first-mile/last-mile connections which meet specific needs.
- **Continue to Improve Organizational Practices and Develop Staff:**
- **Continue to be an employer of choice**
 - Planning will continue to enhance working relationships between planning department and bus operations through the continued organization of Route Monitoring Committee (RMC) and Meet the Staff sessions to gather operator input on improving efficiency of existing service and proposed service modifications.
 - Encourage planning staff attendance in wellness activities, area planning conferences and workshops, and GIS and business writing workshops for personal and professional development.
 - To investigate new regional services and connections.
 - Planning staff will assist as needed in the effort to complete TEX Rail project.
 - Planning staff will develop guidance for the strategic expansion of park-and-ride facilities. Guidance will be developed by September 2017.
 - Planning staff will participate and/or lead presentations of “How to Ride a Bus” to local community groups, such as the AARP. Goal is to complete one or more presentations per quarter.
 - Planning staff will lead effort to simplify service and make transit faster. Specific bus projects will be identified using a quadrant-by-quadrant Operations Analysis which will be conducted as part of on-going Service Review process. North quadrant will be completed by September 2016. West quadrant will be completed by May 2017.
 - Expand Transit Signal Priority (TSP) technology on congested corridors to speed buses through intersections. Planning staff will explore implementation of a Demonstration project along Route 7 – University utilizing current TSP technology by June 2017.
 - Planning staff will assist in installation of annunciator bus stop announcement system to make the bus easier to use especially for those with visual or hearing impairments.
 - Planning staff will assist coordination with Transportation Network Companies such as Uber, Lyft or GetMe to develop a variety of first-mile/last-mile connections that meet specific needs. Goal is to implement a project in Alliance by September 2017.

Human Resources



[This page left intentionally blank.]



Human Resources and 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.

FY2017 Accomplishments

- **Demonstrate the Value of Public Transportation in the Community:**
 - Partnership with TCC on CDL training
 - DOT grant submission (for CDL training program)

- **Continue to Improve Organizational Practices and Develop Staff**
 - CDL training for Fixed Route, MITS, and Maintenance trainees
 - Revised and expanded Fixed Route Operator Handbook
 - Farebox training (new fares and new equipment)
 - Implemented quarterly training for Customer Service team
 - Revised and expanded recurrent safety training for Maintenance and Facilities
 - Updated MSDS resources for Maintenance Department
 - Formalized Line Instructor program
 - Operations training for new employees in Fixed Route, MITS, and Maintenance
 - Professional Development Classes (e.g., business writing, time management, workplace safety)
 - New Supervisor training (for recently promoted supervisors)
 - Quarterly recurrent Supervisor training
 - FastTrack Mentoring
 - TAP Training for MITS Contractors
 - Remedial training in safety and customer service for poor performers (Fixed Route and MITS)
 - FWTA Voluntary CPR/AED/First Aid Certification/Recertification, in 2017: 30 FWTA employees were certified
 - Through the American Heart Association, we were a Workplace Health Solutions Recipient
 - Carter Blood Care recognition for the 12th season blood drive group
 - Successful bargaining unit contract with the labor union

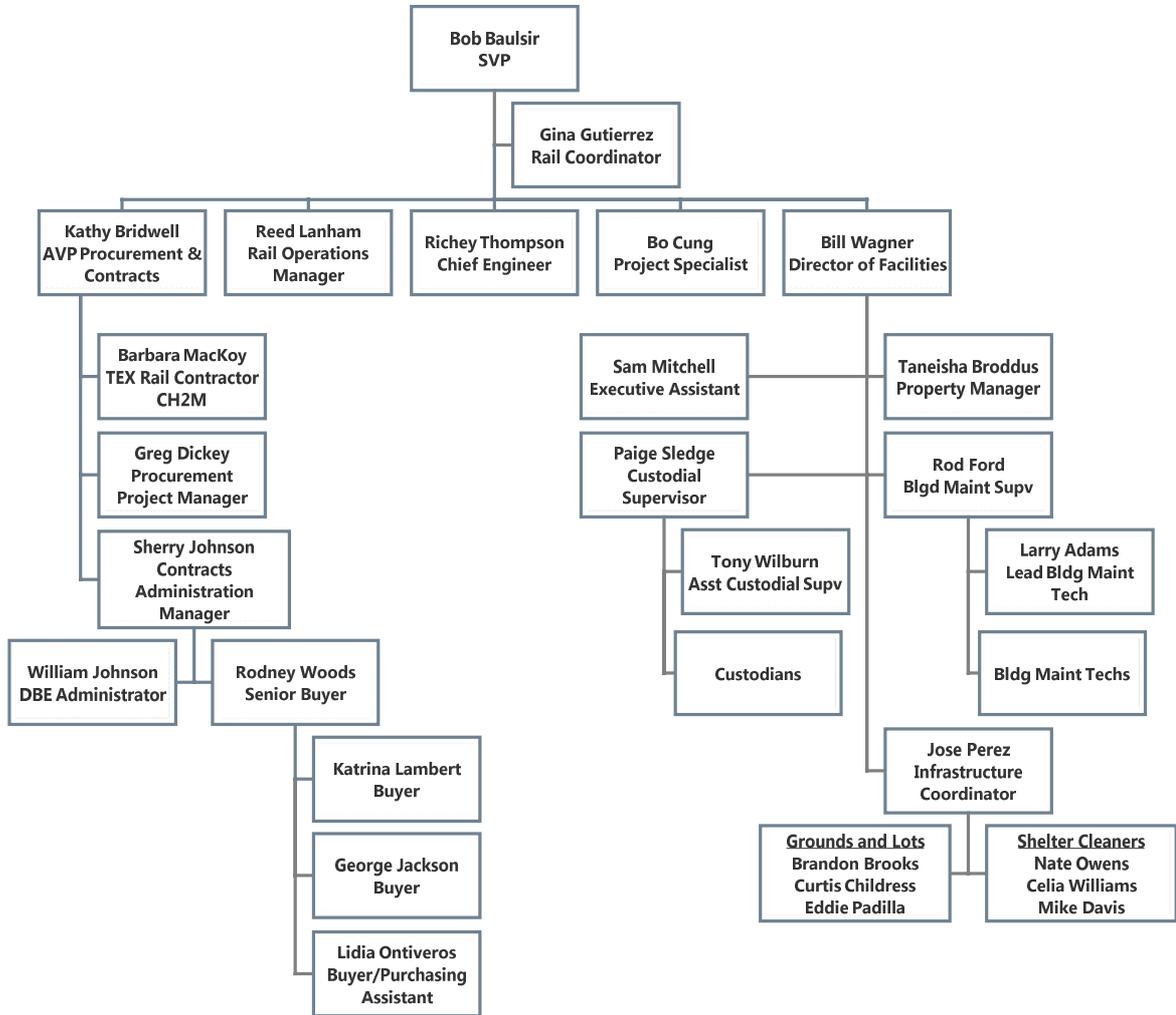
FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - Implement TCC partnership for CDL training

- **Provide the Best Possible Customer Experience:**
 - **Leverage technology to improve service**
 - Create and implement Learning Management System for electronic recordkeeping for our employees
 - Pilot one (1) online remedial training course for poor performers in the organization

- **Continue to Improve Organizational Practices and Develop Staff:**
 - **Continue to be an employer of choice**
 - Implement annual recurrent training for Fixed Route and MITS Operators
 - Research, select, and implement Diversity program for FWTA
 - Continue all current programs/training (e.g., CDL, Supervisor, Mentoring, Customer Service)
 - Revise and expand Fixed Route Operator training manual and program

Rail & Procurement



[This page left intentionally blank.]



TEX Rail

Functions and Responsibilities

TEX Rail staff will design, build, and manage all construction work located along the 27 mile track from Downtown Fort Worth to DFW International Airport.

FY2017 Accomplishments

- **Improve Operational Efficiency:**
 - Executed contract for the Operating & Maintenance for the TEX Rail project in April 2017.
- **Implement Strategic Technology**
 - Issued Limited Notice to proceed for the Regional Positive Train Control Contract in August 2017, with complete Notice to Proceed (NTP) to be issued by 1st quarter 2018.
- **Advance the TEX Rail Project:**
 - FTA Full Funding Grant Agreement signed in December 2016, which allows for full NTP to be issued for the EMF and TEX Rail Construction Contracts.
 - EMF construction is progressing and is on track to finish within budget and on schedule with expectations of revenue service to begin by December 2018.
 - TEX Rail CMGC construction is progressing on all three segments
 - DFW Airport issued Notice to Proceed for the Terminal B Construction, and construction is progressing
 - Production of the Flirt 3 vehicles at Salt Lake City, UT facility is progressing and is on schedule with the first complete vehicle arriving on the TEX Rail property in October 2017.
 - TEX Rail Staff has been engaged in numerous speaking opportunities throughout the communities along the TEX Rail Corridor to provide updates on TEX Rail progress and the anticipated benefits TEX Rail will provide once operations begin.
- **Continue to Improve Organizational Practices and Develop Staff**
 - TEX Rail Staff attended FTA New Starts Training
 - APTA Capital Projects Symposium
 - Rail Safety Training
 - APTA Rail Conference
 - RailVolution

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - Continue to build and maintain strong relationships with the municipalities and other stakeholders within the TEX Rail Corridor
 - Continue participation in the regional transit meetings by Board Members and Senior staff

- **Demonstrate the Value of Public Transportation in the Community:**
 - **Educate the community on the benefits of using FWTA services**
 - Continue speaking at local meetings such as the Chamber of Commerce about TEX Rail and its benefits for the community.
 - **Implementations of the strategic plan (Master Plan) with guidance, and support**
 - Continue to build and maintain strong relationships with the municipalities and other stakeholders within the TEX Rail Corridor

- **Provide the Best Possible Customer Experience:**
 - **Develop a service that is safe, clean, reliable, and competitive with an automobile**
 - Continue oversight on the manufacturing of the TEX Rail vehicles
 - **Design service to meet the needs of the community**
 - Continue the management of TEX Rail, so it meets the needs of the community
 - **Leverage technology to improve service**
 - Implementation of Positive Train Control for enhanced safety
 - **Enhanced social media strategy to communicate with customers, stakeholders, the general public, and others**
 - Continue to update the TEX Rail website to keep public up to date on the TEX Rail progress

- **Continue to Improve Organizational Practices and Develop Staff:**
 - **Engage and educate healthy lifestyles to all employees through our management team**
 - Support current and new initiatives for the organization
 - **Continue to provide professional development and staff training opportunities**
 - Rail Safety Training
 - APTA Rail Conference
 - Encourage training opportunities for all staff, both internally and outside



Contract Administration and Procurement

Functions and Responsibilities

The Contract Administration and Procurement Department provides compliance and oversight of procurements through diverse service providers, ensuring availability of products and services which support the mission of the organization.

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Led for a joint procurement for a transit farebox system with regional agencies (DART and DCTA)
 - Supported contracts for Interlocal Agreements to provide services to regional transit authorities and organizations/entities throughout the region

- **Demonstrate the Value of Public Transportation in the Community:**
 - Presented Procurement Best Practices for Solicitations to the Women in Transportation Group
 - Sponsored DBE Vendor Outreach on solicitations for services and projects
 - Provided DBE quarterly newsletter for TEX Rail construction projects
 - Supported Marketing and Administrative efforts for initiatives and contracts
 - Developed and distribute a quarterly DBE newsletter which highlights DBE participation in TEX Rail construction projects

- **Provide the Best Possible Customer Service:**
 - Provided contract and project support for implementation of farebox system
 - Provided contract and project support for a new bus wash system
 - Provided contract and project support for a new CNG Station upgrade and a new pipeline to be constructed for improvements with bus system fueling
 - Provided contract and implementation support for ERP system
 - Provided contract and project support for TEX Rail construction projects

- **Continue to Improve Organizational Practices and Develop Staff**
 - Staff attended several FTA Transit classes and seminars for educational development
 - Developed Contract Management Log and process for the Shared Drive
 - Participated in implementation for Best Practices for ERP system
 - Presented Procurement Overview Class to internal staff

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Support the procurement efforts of regional agencies**
 - Establish a regional procurement group which will meet to discuss procurement initiatives
 - Monitor and provide contractual support to contracts which are regional
 - Support departments which are providing services for regional transit needs

- **Demonstrate the Value of Public Transportation in the Community:**
 - **To administer contracts and procurement through ethical conduct and transparent processes**
 - Ensure Federal funds are expended through sound procurement principles
 - Maintain fair and open participation in procurements with qualified and competent suppliers, contractors and consultants
 - Utilize DBE firms to meet and exceed established goals
 - Enhance the FWTA's reputation through the procurement practices

- **Provide the Best Possible Customer Experience:**
 - **Procure services and goods which achieve quality, and cost efficiencies through processes and procedures which are compliant with policies**
 - Host a Vendor outreach event for potential suppliers
 - Develop internal customer classes for procurement processes
 - Establish and measure performance with internal surveys and benchmarking
 - Conduct procurements to acquire additional and replacement buses
 - Support internal departments through procurement of quality goods and services in a timely manner to meet demands

- **Continue to Improve Organizational Practices and Develop Staff:**
 - **Improve efficiencies of the organization through the procurement department**
 - Establish professional certification goals for staff development and training
 - Follow Best Practices for the organizational improvement through the ERP system implementation
 - Accomplish departmental goals and objectives and further FWTA's objectives within general policy guidelines



TRE

Functions and Responsibilities

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

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Continued to support TEX Rail in reaching the revenue service goal through coordinating construction activities
 - Operated safely and efficiently through shared safety resources within the region
- **Provide the Best Possible Customer Service:**
 - Implementation of Positive Train Control for enhanced safety is ongoing
 - Finalized design for the Valley View double tracking project to improve service
 - Advanced the Trinity River Bridge double tracking project
- **Continue to Improve Organizational Practices and Develop Staff**
 - Joined the APTA Interoperable Electronic Train Management System (IETMS) working group for Positive Train Control implementation

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - Collaborate with other transit providers to advance more public transit in the region
 - Continue to share resources within the region to enhance safety and operational efficiency
- **Provide the Best Possible Customer Experience:**
 - **Leverage technology to improve service**
 - Continue Implementation of Positive Train Control
 - Utilize updated dispatching software to improve efficiency



Facilities

Functions and Responsibilities

The Facilities department supports the organization by providing clean, safe and well maintained facilities and keeping us in compliance with all applicable local, state and federal codes. Tasks of the department will be accomplished through positive leadership, on-time planned maintenance, proper training and providing great customer service to our internal and external customers.

The ultimate goal is to have a proactive impact upon 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.

FY2017 Accomplishments

- **Demonstrate the Value of Public Transportation in the Community:**
 - Continue to ride the system on a regular basis as an example to those around us
 - Encourage others to utilize public transit as an option to avoid the hassle of paid parking, undue stress in traffic jams, etc
 - Anticipate needs with our marketing department as well as many other events in the community to positively represent FWTA
 - Helped with installation of the new fare boxes

- **Provide the Best Possible Customer Service:**
 - Continue daily, weekly, and monthly maintenance checks of all FWTA systems, so all run smoothly
 - Be pro-active as soon as any complaint is registered
 - Hold regular staff meetings to build the Facilities team into a team which communicates within itself to be stronger and better in representing the maintenance section of the company
 - Developed scope of work and worked with procurement for the installation of a new bus wash and to upgrade our CNG fueling station
 - Created a new lost and found work and storage room with easier public access
 - Finished new freedom phase 4 to provide better access and more shelters

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Hold frequent staff meetings in all departments of the Facilities group
Communication is key. All Facilities departments must communicate with each other to form a more constructive Facilities department
 - Have staff complete all courses offered by FWTA, such as CPR training and other educational classes, to build a stronger, better informed staff

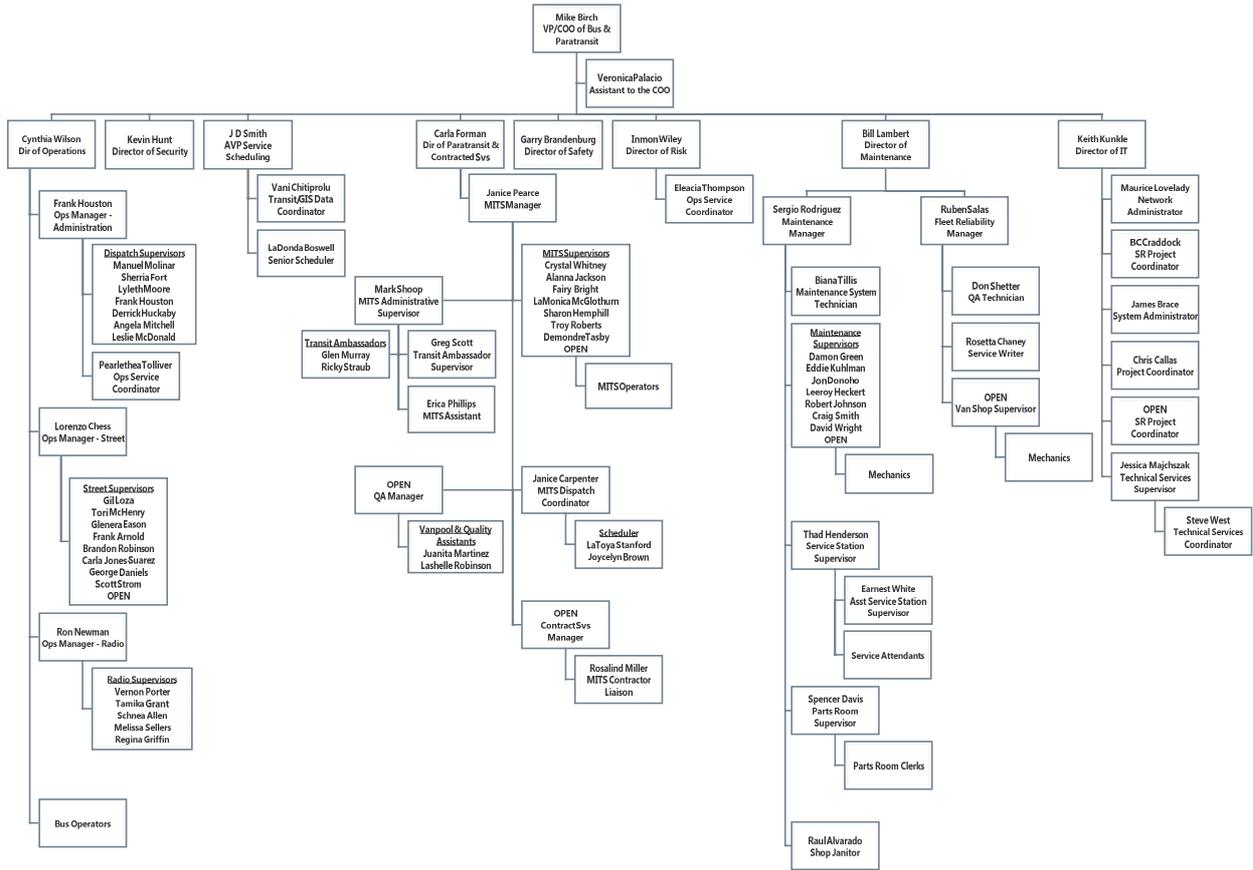
- Installed a new turnstile between the visitor and bus lots
- Kept an on time planned maintenance program
- Kept us in compliance with Storm Water Pollution Prevention Plan (SWPPP)
- Kept us in compliance with all state, local and federal codes
- Bringing in a new high pressure gas line for the service station
- Remodeled the El Paso guard shack to better accommodate the new security guard
- Serving on committees to replace our enterprise asset management (EAM) system

FY 2018 Planned Initiatives (Goals)

- **Demonstrate the Value of Public Transportation in the Community:**
 - **Implementations of the strategic plan (Master Plan) with guidance and support**
 - 2018 brings the possibility of providing service to new cities south of Fort Worth. As this opportunity develops, the facilities department will assist by making sure all shelters and parkways are kept in clean and safe condition.
 - Plan to continue to support our agency and its mission by the department utilizing the system as much as possible.
- **Continue to Improve Organizational Practices and Develop Staff:**
 - **Continue to be an employer of choice**
 - Encourage Facilities employees to attend continued education which would offer them greater knowledge within the fields they practice, thus furthering their careers and the possibility of personal advancement. All of our managers are attending our internal supervisor training classes
 - Communicate to the training department any areas of training which may benefit the Facilities employees. Personally enroll in these training classes as they become available
 - Finish a complete bus wash remodel
 - To completely remodel the fueling station utilizing the new high pressure gas line, to increase efficiency and productivity
 - Add card access key boxes to each building and rekey all buildings to a new master system
 - Replace all Parking lot lighting
 - Begin project of replacing blinds in the HRP complex
 - Continue to support other departments
 - Add up to 100 new bus shelters with ADA Accessibility Improvements Project

[This page left intentionally blank.]

Operations



[This page left intentionally blank.]



Fixed Route Operations

Functions and Responsibilities

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

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Re-trained Operators on Implemented Fare Change

- **Demonstrate the Value of Public Transportation in the Community:**
 - North Quadrant Expansion
 - Planned for Expansion in West Quadrant & South Quadrant
 - Implemented River Oaks Service
 - Implemented new “Rider Guidelines” to better educate our partners on how our services work

- **Provide the Best possible Customer Service:**
 - Implemented a New Quality Assurance Department for responding to customer issues quicker

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Continued to provide professional development opportunities
 - Worked toward a culture of inclusion
 - Engaged and educated healthy lifestyles to all employees through our management team
 - Continued Fixed Route Operations to support the supervisor development and mentoring programs

FY 2018 Planned Initiatives (Goals)

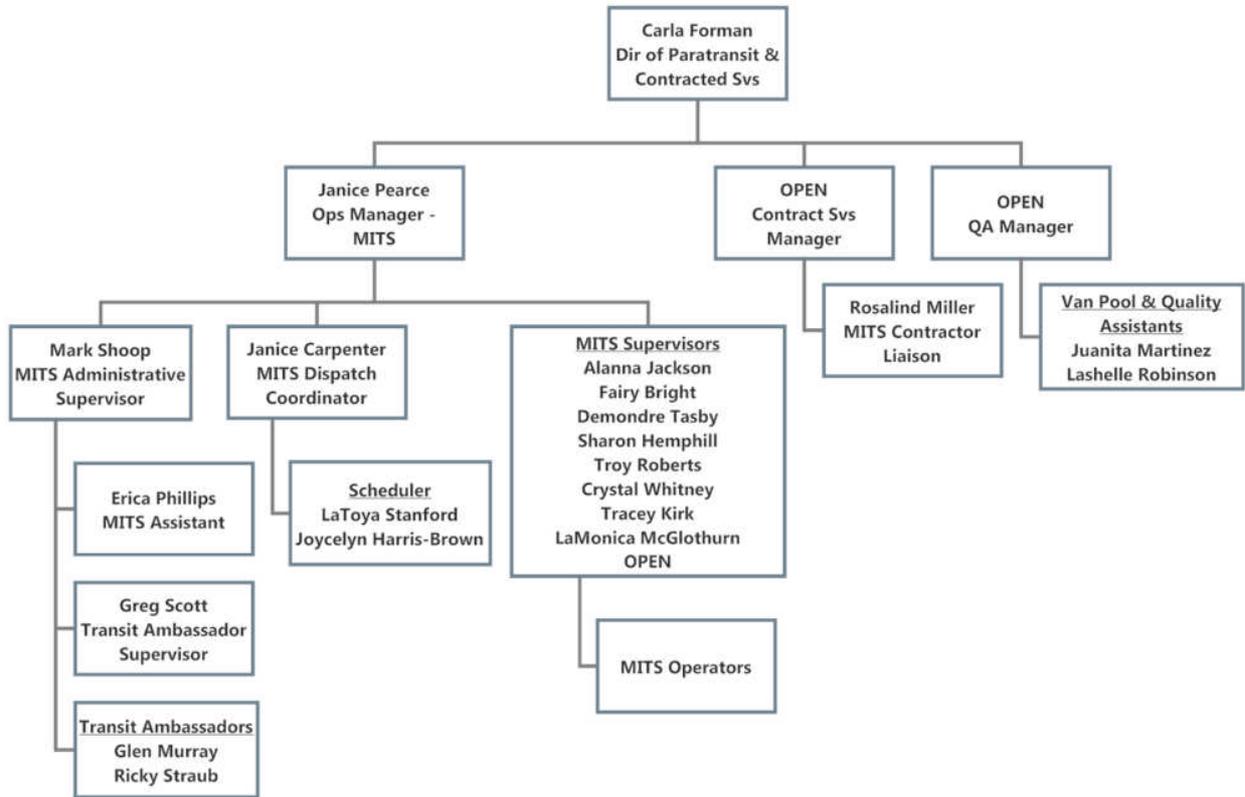
- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - Participating in the realignment plan to coordinate better routing options for customers
 - Setting up quarterly meetings with DART and DCTA operations teams to look at best practices and increase connectivity

- **Demonstrate the Value of Public Transportation in the Community:**
 - **Implementations of the strategic plan (Master Plan) with guidance, and support**
 - Elevate the profile of the FWTA
 - Support the other avenues for transit in partnership
 - Plan for Expansion in West Quadrant & South Quadrant
 - Participated as a partner agency in all Emergency Operations Center meetings with the City of Fort Worth Planning, Police, Fire, Medstar, and other public and private organizations

- **Provide the Best Possible Customer Experience:**
 - **Leverage technology to improve service**
 - Start the implementation of the Intelligent Transit System technology which will allow us to micro-manage the daily operations of the entire fleet
 - Continued Conflict De-escalation training in FY18 at all new hire operator meetings

- **Continue to Improve Organizational Practices and Develop Staff:**
 - **Continue to be an employer of choice**
 - Continue to work toward a culture of inclusion
 - Fixed Route Operations will continue to support the supervisor development and mentoring programs
 - Engage and educate on healthy lifestyles to all employees through our management team
 - Keep staff informed of company developments through weekly staff meetings

MITS Operations



[This page left intentionally blank.]



MITTS

Functions and Responsibilities

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

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - United with DART, DCTA, and other regional transit agencies through quarterly meetings to network and share paratransit and mobility management best practices which enhance the customers' transit experience
 - Participated in the development of MYRide North Texas which serves as a web-based one-stop transportation resource for anyone within a 16-county region
 - Connected with Tarrant Rider's Network (TRN), providing guidance and feedback to close transportation gaps for seniors and persons with disabilities who have limited access to transportation
- **Demonstrate the Value of Public Transportation in the Community:**
 - Transit Ambassadors provide on-going travel training services for individuals and groups which increases their ability to navigate FWTA services system-wide
 - Fostered common interest with community service providers, such as dialysis centers, workshops, and senior centers to meet transportation needs for customers utilizing FWTA paratransit services
- **Provide the Best possible Customer Service:**
 - Implemented Interactive Voice Response (IVR) which offers an additional trip booking option for MITTS customers at their convenience
- **Continue to Improve Organizational Practices and Develop Staff:**
 - Supervisors and managers participated in on-going company-sponsored professional development training
 - Customer Service training options were available through individualized seminars and webinars for MITTS staff

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**

- Strategize with regional partners to expand accessible transportation across jurisdictional boundaries
- **Demonstrate the Value of Public Transportation in the Community:**
 - **Implementations of the strategic plan (Master Plan) with guidance, and support**
 - Develop purposeful relationships with health organizations in an effort to provide better coordination of services, especially with dialysis centers
 - Encourage community service providers' participation in MITS Outreach 101 workshops
- **Provide the Best Possible Customer Experience:**
 - **Leverage technology to improve service**
 - Increase efficiencies and reduce cost through paperless manifest for MITS in-house and contract drivers
 - Implement same day auto-batching to improve productivity of MITS runs on the day of service
 - Provide one-on-one training for customers that desire to utilize Interactive Voice Response (IVR) for trip booking
- **Continue to Improve Organizational Practices and Develop Staff:**
 - **Continue to be an employer of choice**
 - Encourage participation in company-sponsored professional development training for supervisors and staff
 - Provide recommendations for staff with interest in promotion through FWTA's Mentoring program
 - Keep staff informed of company developments through bi-weekly staff meetings

Fort Worth Transportation Authority



Vanpool, NETS, and TCTS

Functions and Responsibilities

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

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Continued partnership with DART and Arlington for MAX service
 - Continued partnership with the Northeast Transportation Service Urban Transit District (NETSUTD) for service provision in the seven member cities
 - Continued partnership with the eleven cities participating in Tarrant County Transportation Service (TCTS)
 - Partnered with Denton County Transportation Authority (DCTA) to provide express bus service between downtown Fort Worth and the University of North Texas and downtown Denton
- **Demonstrate the Value of Public Transportation in the Community:**
 - Vanpool staff continued to promote the FWTA vanpool program in the region
 - Participated in the service planning for the North Quadrant
 - Implemented Route 991 Juror Shuttle for Tarrant County
- **Provide the Best Possible Customer Service:**
 - Assisted with the implementation of the new North Quadrant service
 - Continued to respond to customer inquiries and complaints in a timely manner
 - Assisted with the transition of vanpool groups from vRide to Enterprise
- **Continue to Improve Organizational Practices and Develop Staff:**
 - All vanpool staff participated in professional development training opportunities

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - Increase participation in the FWTA vanpool program
 - Continue partnering with NETSUTD for service provision in the seven member cities
 - Continue partnering with the eleven cities participating in TCTS

- Continue partnering with DCTA for Route 64 North Texas Xpress service
- **Demonstrate the Value of Public Transportation in the Community:**
 - **Implementations of the strategic plan (Master Plan) with guidance, and support**
 - Continue to participate in the service planning group
 - Continue to promote FWTA vanpool program in the region
 - Continue to search for transit opportunities to partner with non-member cities
- **Provide the Best Possible Customer Experience:**
 - **Leverage technology to improve service**
 - Evaluate opportunities to introduce Transportation Network Companies, like Uber and Lyft, into the mix of services provided by FWTA
 - Participate in planning for implementation of new mobile ticketing application
- **Continue to Improve Organizational Practices and Develop Staff:**
 - **Continue to be an employer of choice**
 - Encourage staff to participate in professional development opportunities, including training and the mentoring program
 - Encourage staff to participate in the FWTA Wellness Program



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.

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Established a working relationship with DART's safety team meeting on a quarterly basis to network sharing ideas and discussing strategical safety efforts
 - Became an active member of COMTO, attending several networking events throughout the year
 - Represent FWTA at the North Central Texas COG's quarterly Regional Safety Advisory Committee meetings
 - Currently serving as the Texas Transit Safety & Security Association (TTSSPA's) Secretary

- **Demonstrate the Value of Public Transportation in the Community:**
 - Continue to ride the system on a regular basis as an example to others
 - Encourage others to utilize public transit as an option to avoid the hassle of paid parking, undue stress in traffic jams, etc.
 - Participate when needed with our marketing department as well as many other events in the community to positively represent FWTA

- **Provide the Best possible Customer Service:**
 - Success of the safety suggestion program will have direct impact on our agency providing a safe transit system
 - Established a program which recognizes the safe work practices of our employees, the Safety Recognition Program. The Safety Recovery Plan (SRP) will also have a positive impact on the overall safety of our agency
 - Presence at transfer centers as a resource for our operators and customers to address any concerns

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Implemented an emergency vaccination program with Tarrant County Public Health Department. This will provide health vaccinations to our employees and their families in the event of a public health crisis or outbreak of illness
 - Completed three of the six courses according to MAP21 to become a certified public transit safety officer
 - Completed trainer certification in Operation Lifesaver for Tex Rail Right of Way compliance
 - Presentation of safety standards and policies in the new hire orientation program

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - FWTA has been chosen to host two of the Transportation Safety Institute (TSI) training courses in 2018
 - Participation in the Texas Transportation Safety & Security Professionals Association (TTSSPA)
- **Demonstrate the Value of Public Transportation in the Community:**
 - 2018 brings the possibility of providing service to new cities south of Fort Worth. As this opportunity develops, the safety department will assist by participating in the planning of routes and meeting with citizens and officials from these new areas
 - Continue to support our agency and its mission by the department utilizing the system as much as possible
- **Provide the Best Possible Customer Experience:**
 - Remain available to the public and operators by keeping a regular presence at transfer centers and local events as representatives of FWTA safety
- **Continue to Improve Organizational Practices and Develop Staff:**
 - Fully implement an agency Emergency Action Plan (EAP) followed by completing employee awareness training with all employees
 - Implement random drills of the different emergency responses identified within the EAP
 - See that our System Safety Program Plan (SSPP) is updated annually as required by the Federal Transit Administration (FTA)
 - Encourage staff to attend continued education which would offer them greater knowledge within the fields they practice
 - Communicate to the training department any areas of training which may benefit employees. Personally enroll in these training classes as they become available



Security Department

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 FWTA facilities and assets, while maintaining CCTV video and physical access control systems to safeguard FWTA facilities. In addition, investigating security incidents for all modes of operation, and coordinating new-hire and employee refresher training.

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Actively participated with Risk & Claims and Safety departments, in quarterly meetings sharing information with DART Operations, Safety, and Risk Management Staff
 - Established COMTO Membership
- **Demonstrate the Value of Public Transportation in the Community:**
 - Assumed partnership role within the 5-Stones Taskforce group, facilitated by the Fort Worth Police Department, designed to address Human Trafficking in Tarrant County, attending monthly meetings
- **Provide the Best Possible Customer Service:**
 - Started negotiations with ELERTS Corp. to create mobile reporting application of criminal/suspicious activity, other incidents, and concerns for riders
- **Continue to Improve Organizational Practices and Develop Staff:**
 - Leveraged Texas Transit Safety & Security Professionals Assoc. group to develop best practice on Video Records Management
 - Developed/coordinated new hire training modules for Human Trafficking, Workplace Violence & Active Shooter, Incident Reporting, and Emergency Evacuation Plans
 - Assisted in the Human Resources mentoring program, serving as an official mentor

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - Initiate dialog with various Tarrant Law Enforcement agencies to develop a full time FWTA transit policing effort

- **Demonstrate the Value of Public Transportation in the Community:**
 - **Implementations of the strategic plan (Master Plan) with guidance, and support**
 - Work with key stakeholders within the Downtown Security Working Group, and the Police Department's Neighborhood Police Officer Division, to establish effective police support in response to all FWTA facilities

- **Provide the Best Possible Customer Experience:**
 - **Leverage technology to improve service**
 - Become a member of ASIS International, and achieve Physical Security Professional certification, to advance FWTA's security infrastructure

- **Continue to Improve Organizational Practices and Develop Staff:**
 - **Continue to be an employer of choice**
 - Develop a new Video Records Management policy, in line with the Freedom of Information Act
 - Develop a Security Sensitive Information plan for the proper classification, storing, and dissemination of SSI material
 - Assume role of Self Defense Tactics presenter in new-hire operations training



Risk & Claims

Functions and Responsibilities

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

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Participated in Texas Transit Safety & Security Professional Association
 - Member of Risk Management Society
 - Active member of COMTO
 - Part of working partnership with Safety & Risk Management Department at DART
 - Attended APTA Risk Management Seminar
 - Completed Transportation Safety Institute (TSI) course Effectively Managing Transit Emergencies

- **Demonstrate the Value of Public Transportation in the Community:**
 - Continue to utilize the bus system on a regular basis to lead by example
 - Participate when needed with marketing in our booths at public events

- **Provide the Best Possible Customer Service:**
 - Risk Management goal is to ensure a safe environment for all customers who ride FWTA vehicles and use FWTA facilities. This has been accomplished through comprehensive safety programs and hazards assessments. This helps to minimize accidents and passenger injuries

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Will begin new phase of new hire training on incident reporting
 - Continue training through TSI in order to receive World Safety Organization Certification
 - Will continue to assist and work with training department to help identify necessary training for operators to reduce incidents and accidents

FY 2018 Planned Initiatives (Goals)

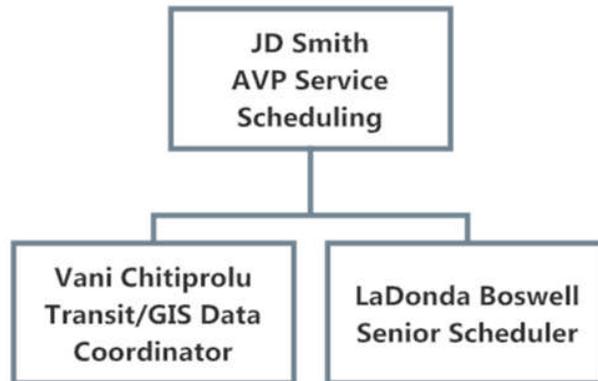
- **Regional Transit Leadership:**
 - Assist to plan and coordinate TSI training courses to be held at FWTA in 2018
 - Assume a leadership role in new hire training for Risk Management department

- **Demonstrate the Value of Public Transportation in the Community:**
 - Through hazard analysis and risk assessment, will reduce incidents/accidents and passenger injuries. This will in turn help the community understand how we value their safety

- **Provide the Best Possible Customer Experience:**
 - Will make priority to investigate and settle claims in precise and timely manner
 - Perform site visits to transfer centers and bus stops to discuss issues with operators and passengers

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Work with the training department to help identify necessary training for operators to reduce accidents and incidents

Service Scheduling



[This page left intentionally blank.]



Service Scheduling

Functions and Responsibilities

Service Scheduling is responsible for fixed route operating schedules, operator runs/rosters, mapping data for agency-wide applications, and on-vehicle technology for passenger information and passenger loads.

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Worked with Operations and Planning to redesign service in the north quadrant of FWTA's service area: longer hours; more frequent; consistent weekday/weekend service; provides continued support and foundation for additional service with regional partner to the north, Denton County Transportation Authority (DCTA)

- **Demonstrate the Value of Public Transportation in the Community:**
 - Worked with Operations and Planning to redesign service in the north quadrant of FWTA's service area: longer hours; more frequent; consistent weekday/weekend service
 - Secured commercial database to augment existing locations database maintained in Trapeze; provides customers with more current and richer selection of locations for planning transit trips

- **Provide the Best Possible Customer Service:**
 - Assisted Marketing to improve accuracy and consistency of printed schedules.
 - Completed installation of automatic voice annunciation system on all revenue vehicles. Tweaked the system to announce points of interest along the route as well as stops
 - Secured commercial database to augment existing locations database maintained in Trapeze; provides customers with more current and richer selection of locations for planning transit trips

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Staff attended annual Trapeze User Conference; focus on learning best practices from other Trapeze users and developing methods for improved utilization of our installed Trapeze system
 - Launched the 18 month implementation of replacement system for existing back office business systems and maintenance management (Ellipse)

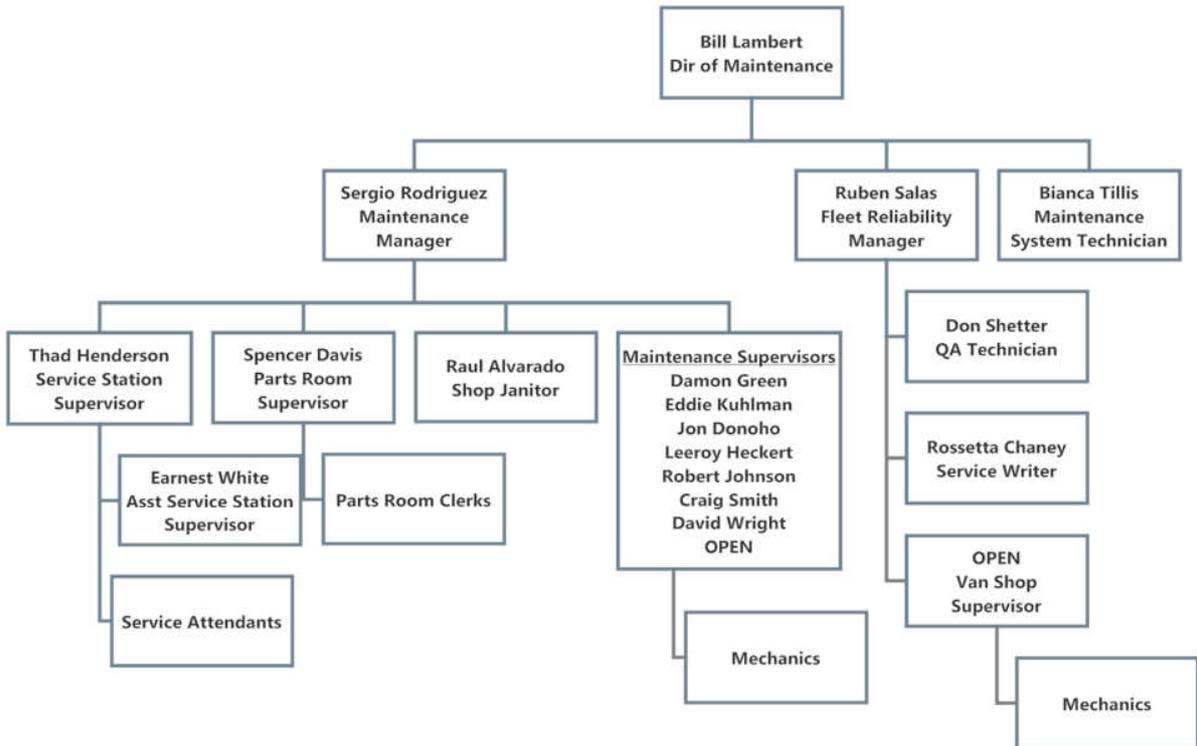
FY 2018 Planned Initiatives (Goals)

- **Demonstrate the Value of Public Transportation in the Community:**
 - Working with Operations and Planning, when funding becomes available, restructure existing routes to provide more frequent service with longer hours, one quadrant at a time
 - Working with Operations and Planning, where possible without substantially increasing costs, to adjust existing route schedules to provide consistent weekday and weekend service

- **Provide the Best Possible Customer Experience:**
 - Implement software tools to aid analysis of automatic passenger counter (APC) data to improve route performance:
 - Use APC data to consolidate under-utilized bus stops
 - Use APC data to identify route segments with no ridership and consider elimination
 - Use APC data to adjust runtimes for better schedule performance
 - Establish procedures for real-time passenger notification via e-mail, messaging, and mobile/desktop applications of situations impacting bus schedules/routes
 - Set up necessary accounts and procedures to use Google's GTFS realtime transit alerts to provide notifications of network disruption

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Have each department member attend at least two training events appropriate to their area of expertise
 - Continue to oversee the replacement system implementation for the back office business systems and maintenance management; completion planned for early Fall 2018

Maintenance Operations



[This page left intentionally blank.]



Vehicle Maintenance

Functions and Responsibilities

To provide clean, safe reliable vehicles in support of the operational needs of the Fort Worth Transportation Authority.

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Finalized the placement of 36 additional buses which completed the replacement of 75 year 2000 vehicles which were beyond their useful life
 - Updated all preventive maintenance inspections to ensure that the quality and reliability of the fleet were maintained at the highest level
- **Demonstrate the Value of Public Transportation in the Community:**
 - Created a self-designed “no child left behind” system and installed fleet wide to ensure no passenger would be left unnoticed before leaving a vehicle unattended
 - Have completed over half of the para-transit vehicles lower skirt campaign
- **Provide the Best Possible Customer Experience:**
 - Replacement of vehicles which had exceeded their useful life has drastically increased our miles between roadcalls and significantly reduced down time of providing vehicles in support of operational needs
 - Initiated several predictive maintenance plans and QA procedures which will significantly reduce the number of roadcalls
- **Continue to Improve Organizational Practices and Develop Staff:**
 - Utilize safety committee which conducts periodic as well as random evaluations of the maintenance practices to ensure the overall safety and well-being of maintenance employees
 - Supervisors will continue to attend management training in order to improve their overall leadership and management skills

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - Provide a service which has regional value
 - Collaboration among transit providers in the region to provide coordinated transit

➤ **Demonstrate the Value of Public Transportation in the Community:**

- **Implementation of strategic (Master Plan) with guidance, and support**
 - Continue to work on achieving the procurement of four - 35 foot Electric buses for use on the West 7th Street development and place into service within 30 days of delivery
 - Continue to work on achieving the procurement of six – 60 foot articulated buses to enhance service to the public and place into service within 30 days of delivery
 - Continue to work on achieving the procurement of 10 – 40 foot Gillig Transit bus options and place into service within 30 days of delivery
 - Continue efforts to comply with and support the “Clean Fleet Policy” in coordination with NCTCOG to promote new cleaner technology and its utilization within our community and surrounding areas. This includes low/no emission, zero or near zero emission and alternative power vehicles

➤ **Provide the Best Possible Customer Experience:**

- **Leverage technology to improve**
 - Continue replacement of older vehicles as they reach their useful life
 - Emphasize this replacement to comply with MAP21 initiative and the required reporting
 - Increase miles between road calls in order to improve customer service
 - Develop and align with requirements of MAP21 the areas for demonstration of SGR, State of Good Repair
 - Develop and implement the “Bus Assignment Clerk” position in vehicle assignment in support of Fixed Route and Maintenance to ensure off the lot timeliness, vehicle exchange and route support
 - Completed the installation of new fareboxes in the entire fleet and continue to support the project in all phase implementations

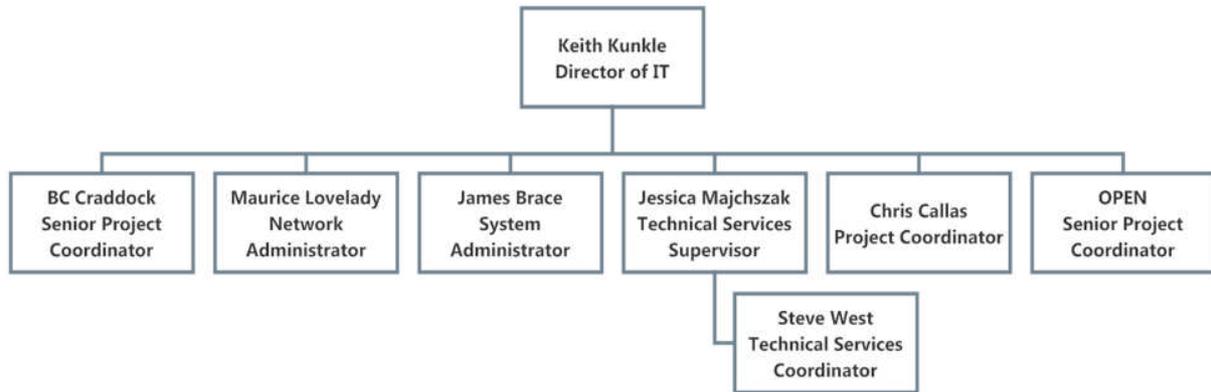
➤ **Continue to Improve Organizational Practices and Develop Staff:**

- **Continue to be an employer of choice**
 - All maintenance management personnel will attend training in order to help them improve their managerial skills
 - All technicians will attend familiarization training to ensure they are up to date on all technical improvements which will enhance fleet operations
 - Safety and maintenance bulletins will be provided on a continuing basis to ensure all personnel are familiar with the latest technologies
 - Establish a wellness team in maintenance which will provide information and opportunities for maintenance personnel which would encourage our personnel to engage in healthier lifestyles
 - Hold quarterly Maintenance Meetings for all department personnel to enhance knowledge and goals for achievement as a team

- Ensure all maintenance personnel endeavor to absorb the training and new procedures involved with the implementation of the ERP/EAM system and strive to enhance and develop accordingly

[This page left intentionally blank.]

Information Technology



[This page left intentionally blank.]



Information Technology

Functions and Responsibilities

Provide and support Information Technology/Service solutions.

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Farebox Replacement – replacement of existing fareboxes improves reliability and enhances payment options for the public
 - VMware System Expansion - finished expansion of VMware cluster at HRP building and installation of new cluster at Intermodal Transportation Center (ITC) to accommodate additional servers needed for ERP system
 - Rapid Recovery Improvement - expanded backup, replication system to cover all current servers and provided room for the future. Expanded capacity of virtual standby system to improve disaster recovery/business continuity capabilities
 - Improve IT support infrastructure – upgraded switches, connectivity to train platforms, and servers to latest versions

- **Demonstrate the Value of Public Transportation in the Community:**
 - Worked with marketing department on public-facing programs (web site, social media, etc.)
 - Provided technical support for implementation of route changes and expansion during implementation of Master Plan
 - Worked on the farebox replacement to improve reliability and enhance payment options for the public

- **Provide the Best possible Customer Service:**
 - Farebox Replacement - replaced existing fareboxes to improve reliability and enhance payment options for the public
 - Automatic Passenger Counters/Automatic Vehicle Location (APC/AVL) Project – NextBus - bus stops are automatically announced as the bus approaches, assisting visually impaired and inexperienced riders
 - PIN pads were mounted on TVMs increasing security for credit/debit card users at the train platforms

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Staff attended in-house and outside training
 - Staff attended APTA and Trapeze conferences

FY 2018 Planned Initiatives (Goals)

➤ **Regional Transit Leadership:**

- **Secure multi-jurisdictional support**

- Work with regional agencies on improved fare structure for passengers
- Implement Computer Aided Dispatch/Automatic Vehicle Location (CAD/AVL) system to provide improved dispatching, rerouting, and vehicle location capabilities
- Fully implement Trapeze COM/COM Web to provide a comprehensive complaint/commendation system tightly integrated with other Trapeze products
- Improve vehicle video recording and monitoring systems throughout the fleet including the ability to provide real-time feeds during emergencies

➤ **Demonstrate the Value of Public Transportation in the Community:**

- **Implementations of the strategic plan (Master Plan) with guidance and support**

- Work with regional agencies on improved fare structure for passengers
- Implement CAD/AVL system to provide improved dispatching, rerouting, and vehicle location capabilities
- Fully implement Trapeze COM/COM Web to provide a comprehensive complaint/commendation system tightly integrated with other Trapeze products

➤ **Provide the Best Possible Customer Experience:**

- **Leverage technology to improve service**

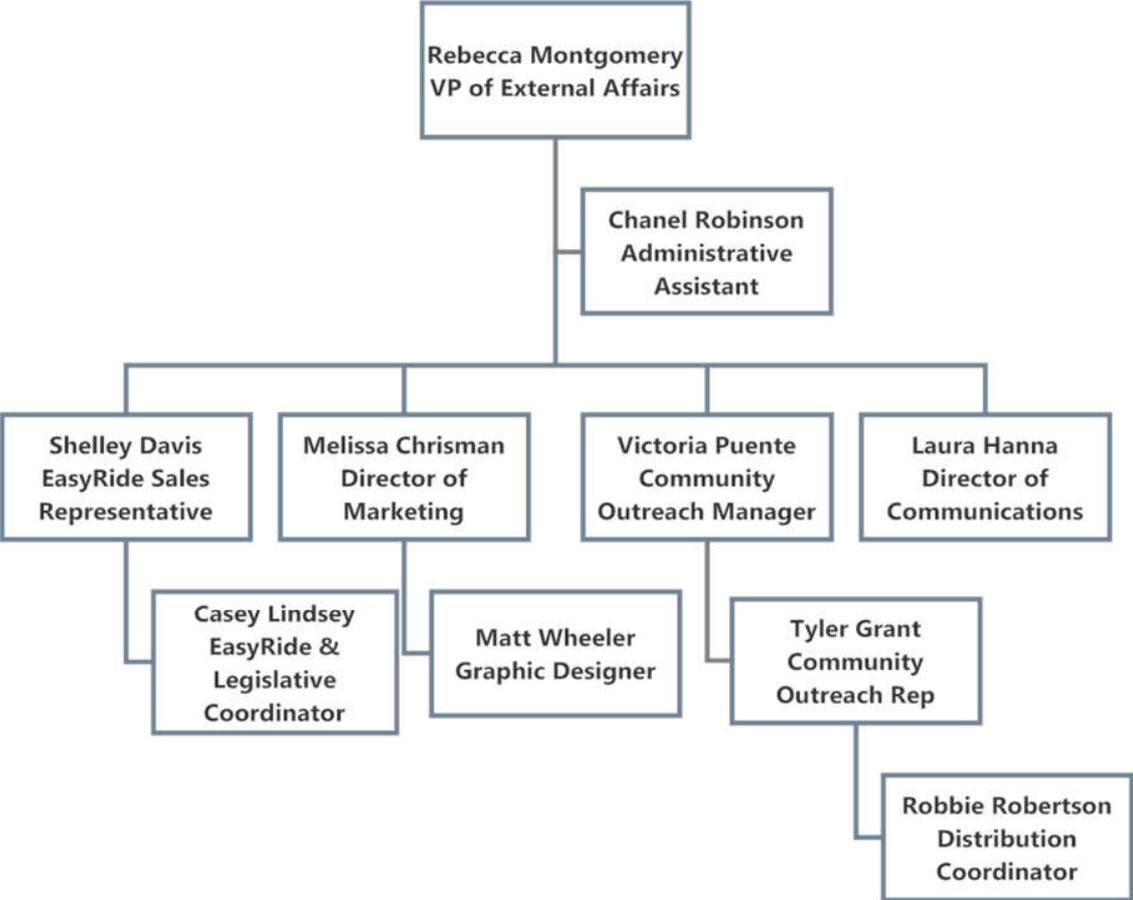
- Work with regional agencies on improved fare structure for passengers
- Implement CAD/AVL system to provide improved dispatching, rerouting, and vehicle location capabilities
- Fully implement Trapeze COM/COM Web to provide a comprehensive complaint/commendation system tightly integrated with other Trapeze products
- Improve vehicle video recording and monitoring systems throughout the fleet, including the ability to provide real-time feeds during emergencies

➤ **Continue to Improve Organizational Practices and Develop Staff:**

- **Continue to be an employer of choice**

- Encourage professional development through training seminars, webinars and user conferences

Government Relations



[This page left intentionally blank.]



Governmental Relations

Functions and Responsibilities

The Governmental Relations department develops relationships with local, state and federal elected officials and community leaders, and researches and develops legislative strategies and policies relevant to FWTA's interest in providing regional transportation services. The purpose of the EasyRide Commuter Program is to partner with Tarrant County businesses to encourage and increase ridership.

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Planned APTA Expo Event Oct 9th with first TEX Rail DMU vehicle
 - Senate Bill 385, Senator Burton (defeated)
 - Worked & supported North Richland Hills & Grapevine working with Fred Hill & Eddie Solis regarding SB385
 - House Bill 4099, Representative Stephanie Klick (defeated)
 - Full Funding Grant Agreement signing event
 - Economic Development Impact Report

- **Demonstrate the Value of Public Transportation in the Community:**
 - Shared information with Alliance businesses by participating in a group ride-along
 - Work closely with businesses to educate about why public transit is an option of choice, not just of necessity
 - Increased the number of participating EasyRide companies from 31 to 41
 - Increased number of EasyRide participants
 - Tarrant County College EasyRide agreement (awaiting agreement)

- **Continue to Improve Organizational Practices and Develop Staff:**
 - Implemented 1-on-1 meetings with each member of the department to provide personalized guidance and to offer the opportunity for sharing ideas
 - Participating in mentorship program to help develop staff outside of the department and to share best business practices

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - Work with TCC leadership to get bus services to campuses

- Work with the City of Fort Worth and Tarrant County leaders to generate support of public transportation
- Collaborate with other agencies on legislative issues and to share best practices
- **Public Private Partnership legislation (P3)**
- **Implement first mile/last mile service**
- **Increase FWTA funding in City of Fort Worth budget**
- **Outreach:**
 - Educate TEX Rail communities regarding service and rail safety through Operation Life Saver

➤ **Demonstrate the Value of Public Transportation in the Community:**

- **Implementations of the strategic plan (Master Plan) with guidance, and support.**
 - Continue relationship with Amazon to provide bus service for their employees and to show them the value of using public transit
 - Continue working with Alliance to help them facilitate last-mile service
 - Promote ridership to businesses through EasyRide commuter program
 - Seize opportunities in the community to share the cost savings of using public transportation
 - Share with legislative officials what the economic impact of public transit is and how improving and expanding our system will help the region as part of our master plan
 - Increase community outreach to current and future colleges, educational entities and employment hubs
- **Continue increasing number of EasyRide companies & participants**
- **Work with TCC leadership to provide transit service to all of their campuses**



Marketing & Communications

Functions and Responsibilities

The Marketing & Communications Department is responsible for promoting the suite of FWTA services (FWTA bus service, TRE, MITS, Molly the Trolley, etc.) to encourage new and continued ridership in the communities it serves.

FY2017 Accomplishments

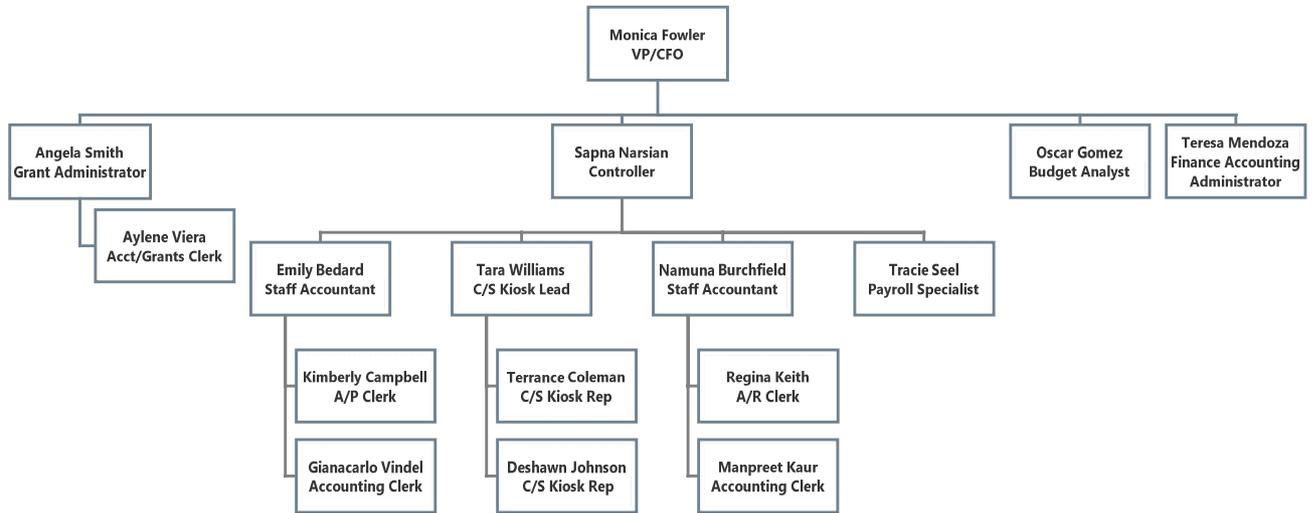
- **Demonstrate the Value of Public Transportation in the Community:**
 - Prepared presentations for senior leadership to make a case for public transportation
 - February-April – North Quadrant kickoff marketing campaign
 - Promoted new north quadrant route as an option of choice for students and workers
 - TCC outreach orientations and related marketing materials
 - Provided Transit 101 sessions to communities and groups to encourage ridership and demonstrate the economic value of public transit
- **Provide the Best possible Customer Service:**
 - Launched new websites for FWTA and for TEX Rail for a better customer experience and more user-friendly interface
 - Respond to feedback gathered on social media and identify the correct person to respond to inquiries
 - Promote user-friendly apps by sharing information with students, employees, community groups
 - Created video to promote new fareboxes

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - Promote services and garner support by presenting to TRTC and other regional groups
 - Strengthen relationship with DCTA and continue partnership on NTX route
- **Demonstrate the Value of Public Transportation in the Community:**
 - **Implementations of the strategic plan (Master Plan) with guidance, and support**

- Develop a monthly e-newsletter to keep the community informed
 - Track progress of master plan implementation through social media, using #MasterPlanInAction
 - Look for opportunities for FWTA to share its messages
 - **West Quadrant**
 - Implement marketing campaign similar to what we did for the North Quadrant
 - **Update new TRE marketing & update budget**
 - Strategically plan how to best utilize marketing funds for Fort Worth events
 - **Rebranding Campaign**
 - Roll out new branding for FWTA
 - Promote new image, logo through outreach campaign
- **Provide the Best Possible Customer Experience:**
- **Leverage technology to improve service**
 - Continue to enhance user experience on websites
 - Implement methods of cross-promoting among FWTA, TEX Rail and TRE websites
 - **App & IT and Accounting**
 - Work with IT, accounting and other departments in development of an app that would be able to be customized and have multiple functions
 - **Update Transit 101**
 - Update presentation, key messaging to ensure it stays current

Finance



[This page left intentionally blank.]

Fort Worth Transportation Authority



Finance

Functions and Responsibilities

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

FY2017 Accomplishments

- **Regional Transit Leadership:**
 - Collaborated with the City of Fort Worth on budgets for regional transportation initiatives
 - Provided support with reporting on regional transportation initiatives
 - Secured Short-term financing to provide funding necessary to meet TEX Rail construction schedule
- **Demonstrate the Value of Public Transportation in the Community:**
 - Partner with community services to assist with grant management
- **Provide the Best Possible Customer Service:**
 - Simplified Fare Structure
- **Continue to Improve Organizational Practices and Develop Staff:**
 - Encouraged employees to attend training/development offered internally and/or externally

FY 2018 Planned Initiatives (Goals)

- **Regional Transit Leadership:**
 - **Secure multi-jurisdictional support**
 - Continued support with reporting on regional transportation initiatives
 - Collaborate on budgets for regional infrastructure improvement needs
 - Presented to Chambers of Commerce, business leaders, and other municipalities on transportation values
 - Board Members and Senior Staff participated in regional transit meetings
- **Demonstrate the Value of Public Transportation in the Community:**
 - **Implementations of the strategic plan (Master Plan) with guidance and support**

- Partner with community services to assist with grant management
- **Provide the Best Possible Customer Experience:**
 - **Leverage technology to improve service**
 - Provide point of sale locations for ease of customer
 - Implement updated point of sale system
 - Implement a mobile app for additional ease of purchasing passes
- **Continue to Improve Organizational Practices and Develop Staff:**
 - **Continue to be an employer of choice**
 - Encourage agency wide professional development
 - Continue to encourage participation in all training in-house
 - Continue to encourage participation in agency's wellness program



**FORT WORTH TRANSPORTATION AUTHORITY (THE T)
Fiscal Year 2017**

Budget Introduction

The adopted fiscal 2018 operating budget meets key financial standards established by The Fort Worth Transportation Authority (FWTA) Board of Directors to ensure a sound financial future. Operating expenses included in the fiscal 2018 budget total \$75.5 million. The FWTA's operating revenue is expected to increase from fiscal 2017 actual levels due primarily to a 4.6% projected increase in sales tax revenue.

Budget

The FWTA's budget continues to recognize the importance of efficient service that meets the needs of our customers and community, while maintaining a balanced budget. The FWTA defines balanced budget as expenses/expenditures equaling revenues and budgeted surplus. Some of the principal issues facing the FWTA include rising costs and greater service demands. The fiscal 2018 budget illustrates the FWTA's continuing work toward financial stability, while striving to achieve our strategic objectives. One of the primary objectives of the fiscal 2018 budget is managing the cash flows during the construction of a commuter rail line. Managing changes in operating expenses to critical services will help accomplish this goal. The following is a description of the FWTA's accounting and budget process and system of controls.

Internal Control Structure

The FWTA management is responsible for establishing and maintaining an effective internal control structure designed to ensure that the Fort Worth Transportation Authority's assets are protected from loss, theft, or misuse. Management is also responsible for ensuring that accurate accounting data is compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles (GAAP).

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

All internal control evaluations occur within the above framework. Management believes FWTA 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 FWTA'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 FWTA's financial affairs have been included herein.

Description of Fund and Fund Type

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

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

Administration Departments

Operations Administration	MITS Administration
Bus Street Operations	MITS Street Operations
Bus Radio Control	MITS Radio Control
Maintenance Administration	Executive Administration
Parts Room	Government Relations
Facilities Maintenance	TRE
Marketing	TEX Rail
Planning & Scheduling	Finance
Service Scheduling	Project Management
Customer Relations	Human Resources
Procurement & Contract	Risk & Claims
Information Systems	Disadvantaged Business Enterprise
Safety	
Accounting	
Security	

Operating Departments:

MITS Vehicle Operations
MITS Vehicle Maintenance
Fixed Route Vehicle Operations
Running Repair
Rebuild Engine
Body Shop
Electronics Shop
Service Rack

Grant Funded Departments

Vanpool
Jobs Access Vanpool
Northeast Tarrant Transportation
Tarrant County Transit Services
Regional Travel Demand Management

Basis of Budgeting

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

Basis of Accounting

The FWTA accounting transactions and financial records are accounted for using the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized in the accounting period in which they are earned and expenses are recorded at the time liabilities are incurred.

Financial Policies & Standards

The Board of Directors, to ensure a sound financial future, adopted the FWTA's Financial Policies and Standards June 6, 2002. The proposed fiscal 2018 budget meets these standards:

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

Cash Management and Investments

The FWTA administers a comprehensive cash management program, which includes the effective collection of accounts receivable, the prompt deposit of receipts to FWTA'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 FWTA.
- B. Safety. Preservation and safety of the invested principal.
- C. Liquidity. FWTA's investment portfolio will remain sufficiently liquid to meet all operating requirements and pay obligations at the time due.
- D. Marketability of the investment if the need arises to liquidate the investment before maturity.

- E. Diversification of the investment portfolio.
- F. Yield. The FWTA's investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles commensurate with the FWTA'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), FWTA'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.

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

Budgetary Controls

Proposed operating and capital budgets for the upcoming fiscal year are developed from April through June. FWTA 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 on September 25, the start of FWTA's fiscal year (see the detailed budget calendar below).

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

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

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

Guide for the Development of the Operating Budget

The following table is a timeline of the development of the fiscal 2018 Operating and Capital Budget:

FY18 Budget Calendar

April 4th	COFW - Budget Kick-off City of Fort Worth Budget Kick-off attended by Monica Fowler.
April 13th	COFW – Stakeholder’s Meeting
April 21st	FY18 Budget Kick-off The focus of this meeting is to introduce the new Budget Instruction Manual, timeline, and hand out your budget notebooks.
April 21st	Operating Budget Worksheets Sent to Departments All departments will receive their Budget Tracking Sheets, which includes the first six months of actual expenditures April 21.
May 4th	Department Operating Budgets Returned All departments must submit their tracking sheets for the FY17 re-estimate, and the proposed FY18 Budget, to the Budget Analyst by May 4.
May 8th	Proposed Capital Budgets Submitted Departments submit requests for Capital Budget proposals both new and any project started in FY17 that will be carried over to FY18.
May 15th – June 2nd	FY18 Department Meetings
June 21st-23rd	COFW – CMO Budget Meetings
July 10th	1st Meeting with Senior Staff/Budget
July 21st	2nd Meeting with Senior Staff / Budget
July 31st	All Departments will submit their business plans by July 31
August 10th	Due to Administration (for the Finance Committee)
August 15th	COFW – Preliminary Budget Approval
August 21st	Finance Committee / Budget Workshop
August 28th	Preliminary Board Approval
August 23rd	Mail Preliminary Budget to member cities
August 15th	COFW – Final Budget Adopted
September 25th	Budget Adopted
September 28th	The adopted budget will be sent to member cities.

BLUE – Fort Worth Transportation Authority

RED – City of Fort Worth

There are several short-term operational and financial policies of FWTA that guided the development of the fiscal 2018 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 the construction of TEX Rail.
- A one million dollar self-insurance reserve continues to be maintained.
- Transit fares, valid for region-wide travel, will match fares charged by DART and DCTA in order to promote a seamless fare structure between the three authorities.

Procedure for Amending the Operating and Capital Budget

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

Operating Budget Summary

The Operating Budget Summary is a comprehensive overview of revenues, operating expenses, and capital project grant reimbursement revenues. It presents actual financial results for fiscal 2016, budget and forecast information for fiscal 2017 and budget for fiscal 2018. The “% diff” column represents the percent difference between the fiscal 2018 budget and the fiscal 2017 forecast results.

Operating Budget Summary

(Amounts in Thousands)

	FY 2016	FY 2017			FY 2018	
	Actual	Budget	Forecasted	% Diff	Budget	% Diff * Inc (Dec)
Operating Revenues						
Fixed Route	\$ 3,907	\$ 4,429	\$ 4,526	2.2%	\$ 5,030	11.1%
Para-transit	1,124	1,164	1,171	0.6%	1,349	15.2%
TRE	2,131	2,216	2,335	5.4%	2,471	5.8%
E-Pass	582	310	400	29.0%	425	6.3%
Other Operating	132	360	150	-58.3%	150	0.0%
Total Operating Revenue	7,876	8,479	8,582	1.2%	9,425	9.8%
Other Revenues						
Sales Tax	68,611	70,979	74,026	4.3%	77,431	4.6%
Investment	600	325	2,997	822.2%	2,000	-33.3%
Advertising	418	400	495	23.8%	505	2.0%
Operating Grants	14,186	13,111	12,328	-6.0%	12,395	0.5%
Capital Grant Reimbursement	21,285	383,094	154,774	-59.6%	363,499	134.9%
Contributions from Grapevine	9,279	9,990	9,280	-7.1%	9,688	4.4%
Contributions from Partners	1,719	1,250	2,658	112.6%	2,700	1.6%
Miscellaneous	2,751	1,500	1,421	-5.3%	1,450	2.0%
Rental Income	935	775	800	3.2%	850	6.3%
Total Other Revenue	119,784	481,424	258,779	-46.2%	470,518	81.8%
Total Revenue	127,660	489,903	267,361	-45.4%	479,943	79.5%
Operating Expenses						
Salary and Benefits	34,296	38,817	38,431	-1.0%	41,475	7.9%
Services	23,373	23,959	24,523	2.4%	26,376	7.6%
Fuels and Lubricants	2,091	2,310	1,937	-16.1%	1,714	-11.5%
Tires and Tubes	378	426	451	5.9%	416	-7.8%
Maintenance Materials	2,893	2,262	2,320	2.6%	2,673	15.2%
Supplies and Materials	370	697	583	-16.4%	496	-14.9%
Utilities	715	883	911	3.2%	855	-6.1%
Insurance	1,093	428	595	39.0%	444	-25.4%
Taxes and Fees	11	23	12	-47.8%	19	58.3%
Miscellaneous	1,333	1,227	1,191	-2.9%	1,089	-8.6%
Total Operating Expenses	66,553	71,032	70,954	-0.1%	75,557	6.5%
Street Improvement Fees	19	0	0	#DIV/0!	0	#DIV/0!
Other non-operating expense	1,051	1,905	1,925	1.0%	2,955	53.5%
Net Available for Capital Expenditures and Reserves	\$ 60,037	\$ 416,966	\$ 194,482	-53.4%	\$401,431	106.4%

* Note: This is the difference between the fiscal 2018 budget and the forecasted fiscal 2017 results.

The FWTA's budgetary control includes departmental budget and monthly reviews of budget to actual reports by department heads. The following table is the fiscal 2018 budget with comparisons to fiscal 2017 budget and forecast and fiscal 2016 actual results.

(amounts in thousands)

Department Name	Fiscal Years			
	Budget		Forecast	Actual
	2018	2017	2017	2016
Operations Administration	\$891,962	\$912,119	\$945,467	\$1,868,862
Street Operations	\$777,892	\$727,527	\$729,647	\$0
Radio Control	\$443,877	\$434,624	\$437,505	\$0
Revenue Vehicle Operations	\$18,393,476	\$15,329,984	\$15,207,111	\$14,342,166
Maintenance Administration	\$847,320	\$840,361	\$807,186	\$1,049,438
Parts Department	\$483,551	\$365,898	\$482,594	\$0
Running Repair	\$4,601,314	\$5,829,802	\$5,841,249	\$8,420,118
Rebuild Eng/Transmission	\$453,844	\$290,719	\$246,858	\$0
Body Shop	\$746,821	\$900,771	\$875,756	\$0
Electronics Shop	\$1,045,619	\$999,490	\$909,887	\$0
Service Rack	\$1,747,897	\$1,613,397	\$1,444,862	\$0
Facilities Maintenance	\$4,048,038	\$3,767,696	\$3,697,962	\$3,304,637
Marketing	\$1,911,329	\$1,634,013	\$1,693,114	\$1,566,782
Planning & Scheduling	\$494,571	\$415,259	\$395,601	\$477,130
Customer Relations	\$971,406	\$995,129	\$964,773	\$946,463
Human Resources	\$2,117,789	\$2,070,782	\$2,079,448	\$2,284,485
Security	\$1,558,270	\$1,281,874	\$1,229,089	\$0
Risk Management	\$791,952	\$778,573	\$780,163	\$1,796,200
Safety	\$165,931	\$169,145	\$143,251	\$0
Accounting	\$1,282,709	\$1,124,268	\$1,173,963	\$1,081,304
Purchasing	\$818,283	\$779,472	\$908,772	\$572,158
Information Systems	\$2,379,236	\$1,824,325	\$2,051,127	\$1,801,686
Service Scheduling	\$324,510	\$889,865	\$421,749	\$0
MITS Administration	\$1,081,638	\$873,197	\$980,884	\$1,334,434
MITS Street Operations	\$217,994	\$160,855	\$158,761	\$0
MITS Radio Control	\$257,704	\$233,365	\$238,476	\$0
MITS Vehicle Operations	\$7,416,530	\$6,796,600	\$6,771,164	\$6,794,720
MITS Maintenance	\$1,444,880	\$1,812,582	\$1,685,755	\$856,917
Administration	\$1,998,585	\$2,293,014	\$2,226,005	\$2,616,804
	\$59,714,926	\$56,144,706	\$55,528,178	\$51,114,304

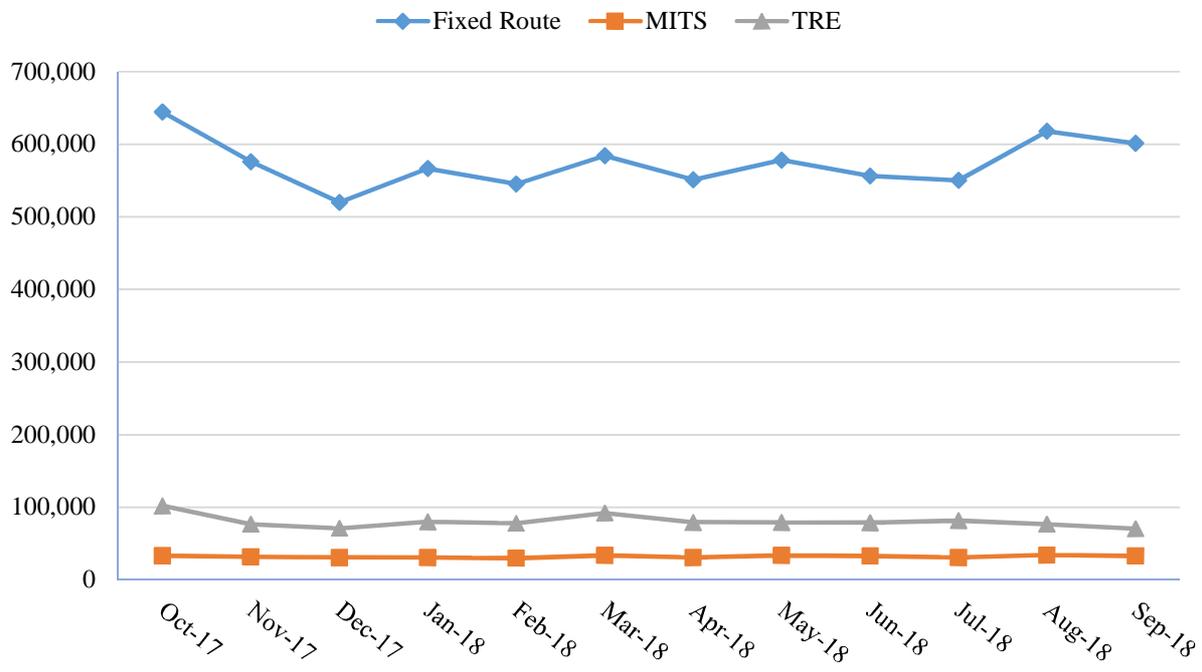
Department Name	Fiscal Years			
	Budget		Forecast	Actual
	2018	2017	2017	2016
<i>Page 1 Subtotal:</i>	\$59,714,926	\$56,144,706	\$55,528,178	\$51,114,304
DBE	\$0	\$0	\$0	\$0
Governmental Relations	\$466,537	\$473,073	\$440,649	\$0
TRE	\$12,076,595	\$11,154,997	\$11,322,652	\$11,506,573
Tex Rail	\$107,146	\$117,903	\$487,363	\$493,201
Chief Financial Officer	\$794,845	\$696,620	\$748,515	\$484,409
Project Management	\$380,507	\$341,541	\$333,145	\$228,428
	\$13,825,631	\$12,784,134	\$13,332,324	\$12,712,610
<u>GRANT FUNDED</u>				
Vanpool	\$607,169	\$797,861	\$778,827	\$583,879
RTDM	\$0	\$0	\$0	\$0
JARC	\$49,496	\$54,504	\$66,575	\$24,722
TCTS	\$210,000	\$210,000	\$204,866	\$237,081
NETS	\$1,150,000	\$1,040,004	\$1,044,216	\$1,664,941
	2,016,665	2,102,369	2,094,485	2,510,623
	\$75,557,223	\$71,031,209	\$70,954,987	\$66,337,538

Service Revenues

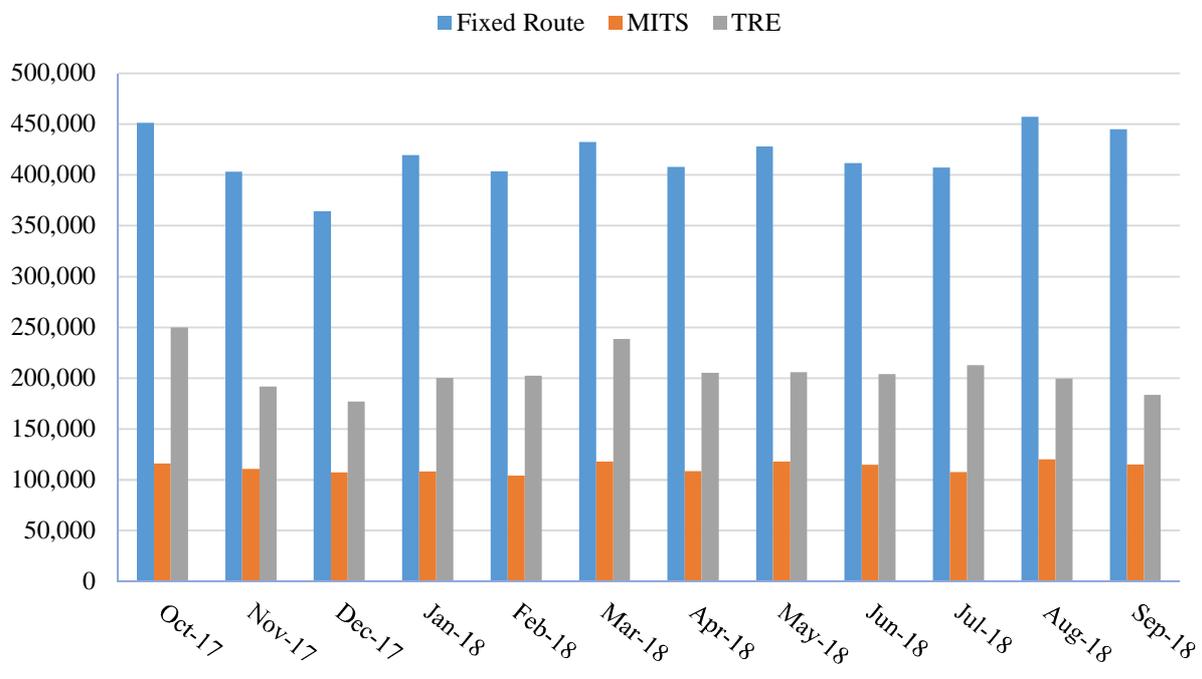
FWTA receives service revenues from various sources. The significant service revenue sources are as follows:

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

FY2018 Ridership Projections



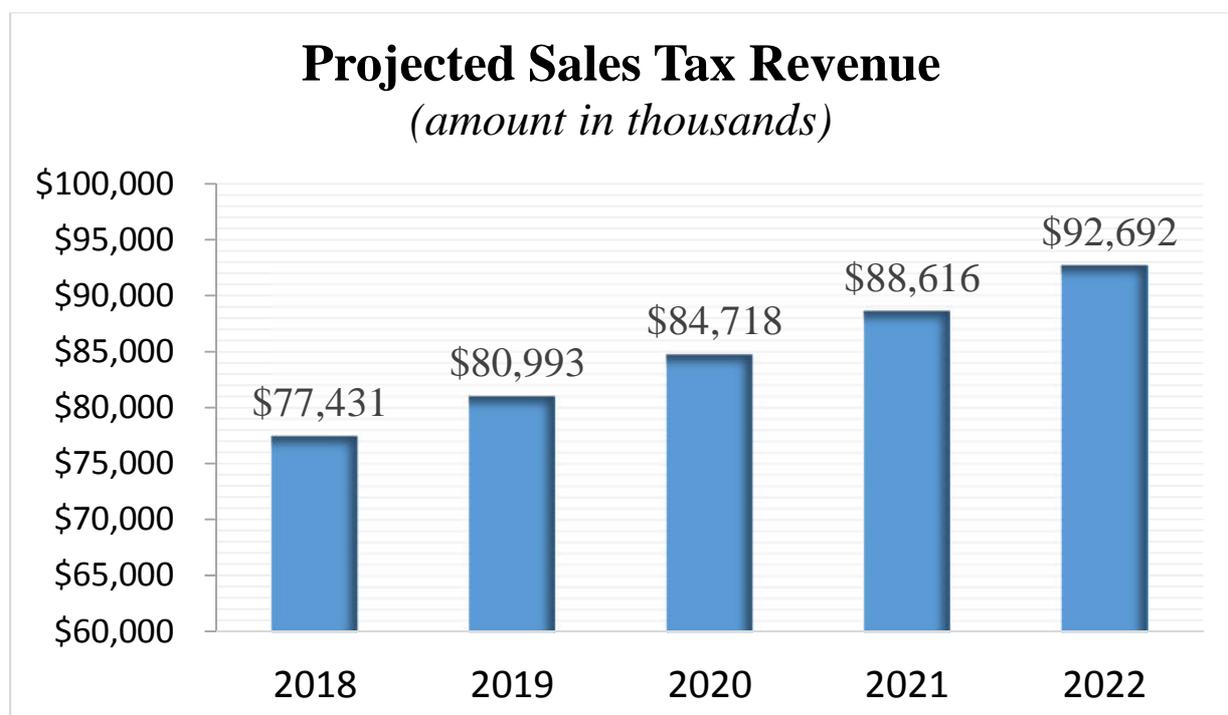
FY2018 Service Revenue Projections



Other Operating Revenues

Sales tax and operating grant revenues are FWTA’s main sources of revenue and represent approximately 72.53% and 11.61%, respectively, of the FWTA’ total operating revenue budget. Operating revenue is total revenue less capital grant reimbursement revenue and contributions from Grapevine. The fiscal 2018 budget also includes operating revenue from advertising, rental fees, investment earnings and miscellaneous sources. The fiscal 2018 sales tax was budgeted to increase 4.6% from the fiscal 2017 forecasted amount. FWTA management considered the local sales tax historical trends, the local economy and the local unemployment rate when determining the sales tax budget.

This following chart represents the projected sales tax through fiscal year 2022:

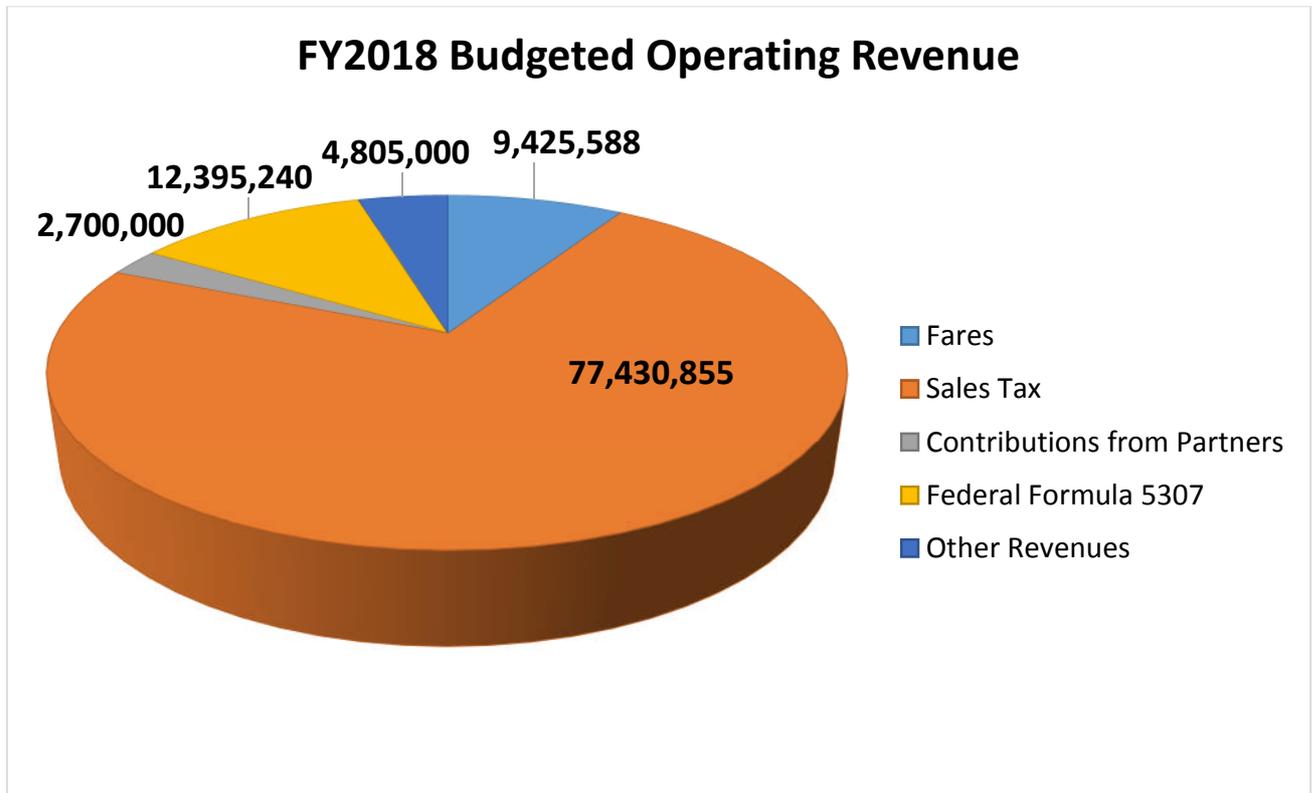


Fiscal 2018 capital grant reimbursement revenues are budgeted to increase approximately \$208.7 million from 2017 actuals based on a higher level of grant reimbursable capital expenditures.

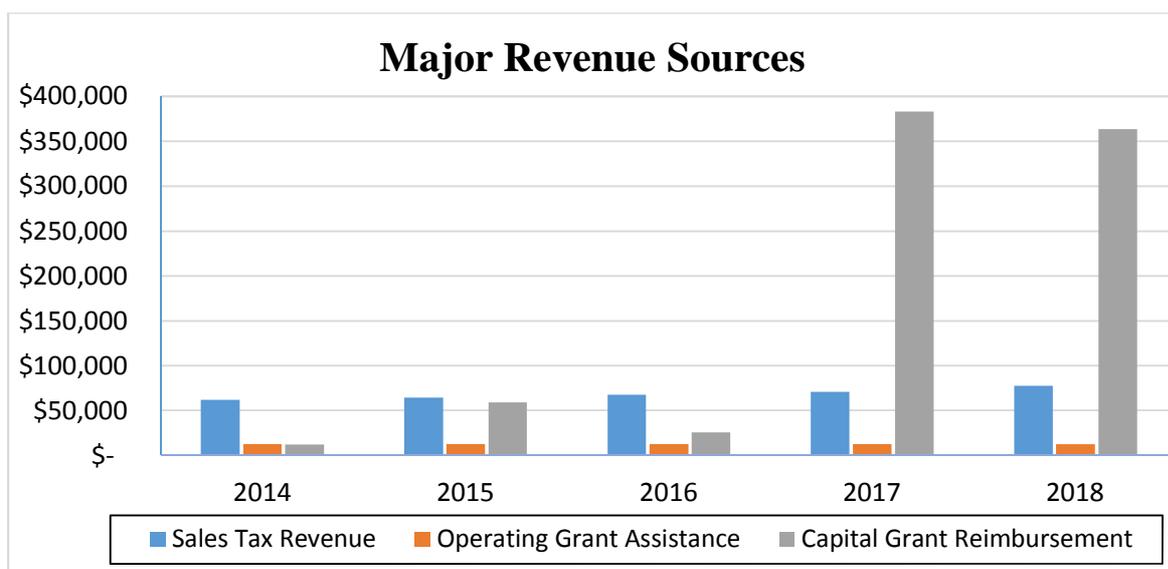
The Federal Transit Administration (FTA) formula grant (5307) represents a significant source of grant revenue that FWTA receives each year. Traffic and population density in the Fort Worth-Dallas Metroplex are used in the calculation that determines how much federal grant assistance is distributed to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

anticipates approximately \$12.0 million will be used for preventive maintenance costs and paratransit operations in fiscal 2018.

The following chart provides a visual breakdown of the operating revenue budget for fiscal 2018.



The following chart and table presents FWTA’s major revenue sources over the last five years.



Revenue Type	Fiscal 2014	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018
Sales Tax Revenue	\$ 61,873	\$ 64,762	\$ 67,857	\$ 70,978	\$ 77,431
Operating Grant Assistance	13,024	13,175	13,154	13,111	12,395
Capital Grant Reimbursement	11,918	58,999	25,437	383,094	363,499
Total	\$ 86,815	\$ 136,936	\$ 106,448	\$ 467,183	\$ 453,325

Operating Expenses

Salaries and fringe benefits are FWTA's largest expense category at \$41.5 million. The largest employee group, bus operators and mechanics, are covered under a collective bargaining unit agreement. A four-year labor contract was executed effective October 1, 2016; and it will expire on September 30, 2020.

Service type expenses of \$26.4 million primarily consist of purchased transportation, which includes payments to third-party contractors. Third-party contractors operate the TRE service and certain grant funded programs. Additionally, FWTA's paratransit service called Mobility Impaired Transportation Service (MITS) contracts approximately 60% of its trips. This allows the FWTA to keep the cost per trip less than that provided by MITS employees alone. Contracting MITS service represents an effective way to control the high cost of providing transportation to persons with disabilities.

The largest portion of the other expense categories is maintenance at \$2.7 million. This expense category increased 15.2% in the fiscal 2018 budget from the fiscal 2017 amount. The increase is primarily due to aging fleet and scheduled routine maintenance of those fleet.

Capital Expenditures

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

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

The FWTA's capital budget for Fiscal 2018 is \$1.1 billion. It includes several large multi-year projects. The projected capital expenditures for fiscal 2018 are \$613.3 million and FWTA's share, from local funds, is expected to be \$220.8 million. The remainder will come from partner contributions and federal grants.

There are several large non-routine capital expenditures for fiscal 2018:

- The **TEX Rail** is the largest capital project in the history of the FWTa. The current project budget is over \$1.034 billion, in year of expenditure dollars. The project will be financed by a combination of Federal and local funding sources. Currently his project is scheduled to be completed in 2018;
- **Positive Train Control (PTC)**, which is technology designed to stop or slow a train before an accident occurs. This project is an unfunded mandate imposed by Congress on all commuter rail operators. We are anticipating PTC expenditures of \$13 million in fiscal 2018.
- **Enterprise Resource Planning Replacement**, this project is for the replacement of our existing company-wide system used to support all aspects of FWTa operations including human resources, payroll, accounting, finance, procurement, and maintenance. We are anticipating expenditures of \$6.0 million in fiscal 2018.

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

Five-Year Financial Forecast

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

(amount in thousands)	Forecasted	Adopted Budget	Projected			
	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Total Operating Revenues	\$ 103,307	\$ 101,703	\$ 105,114	\$ 115,657	\$ 120,249	\$ 124,458
Total Operating Expenses	70,954	73,535	94,146	98,139	102,331	104,889
Net Operating Surplus	32,353	28,168	10,968	17,518	17,918	19,568
Contribution from rail project partners	9,280	10,450	10,930	11,433	11,959	12,677
Increase in fund balance before capex	41,633	38,618	21,898	28,951	29,877	32,245
Beginning Fund Balance	160,423	448,568	82,969	115,827	26,508	38,299
Funds Available for Capital Expenditures	202,056	487,186	104,867	144,778	56,385	70,544
Capital Expenditures, net	14,750	15,726	5,043	6,462	4,528	4,486
Capital Expenditures TEX Rail	196,307	490,145	75,651	922.00	945.00	-
TEX Rail Grant	134,887	110,000	100,000	100,000	50,000	
TEX Rail Debt Proceeds	325,000	-	-	-	-	-
TEX Rail Debt Service	2,318	8,346	8,346	210,886	62,613	60,900
Ending Funds Available	\$ 448,568	\$ 82,969	\$ 115,827	\$ 26,508	\$ 38,299	\$ 5,158

Debt Administration

As of September 30, 2011, FWTA had the ability to incur certain types of debt with the approval of the voters within its service area and it had the ability to issue other types of debt without voter approval. There has been no vote to approve any debt; however, during fiscal 2010, FWTA entered into a capital lease arrangement with All American Investment and Bank of America to finance the cost of energy efficient lighting and air conditioning systems. FWTA was required to make quarterly payments, which began in March 2011 and were scheduled to continue until December 31, 2020. The debt was secured by the related assets purchased. In 2012 FWTA refinanced the lease with All American Investment allowing us to decrease the interest rate from 4.24% to 2.55%. In May 2016, the outstanding balance of this debt was paid in full.

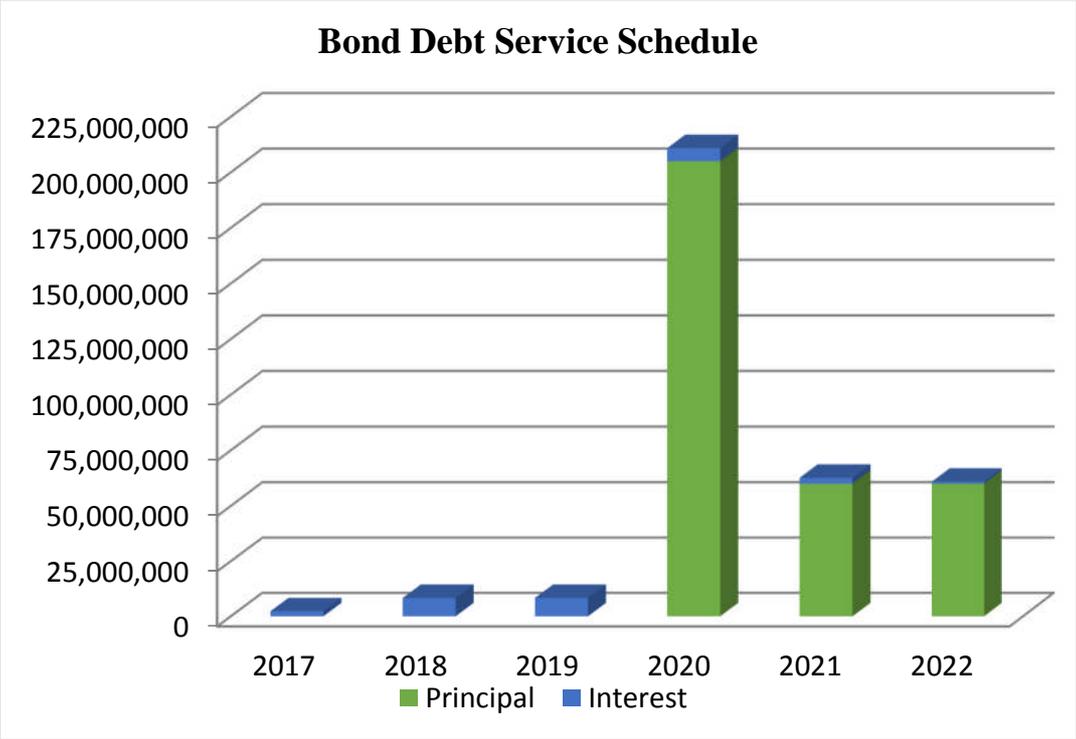
With the current financial structure of the TEX Rail project, long term debt financing was not necessary. New Starts FFGA payments began FY2017, however there is a cash flow deficit for project CAPEX from FY2018 through FY2020. This cash flow deficit is being met by short-term borrowing with rapid repayment. With the current project schedule, the maximum projected amount of the short term debt is reached in quarter 4 of 2018 in an amount of \$325.0 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 \$325.0 million. The total payments on the short-term borrowing are \$353.4 million, which includes interest of \$28.4 million. There was \$3.7 million in costs related to the issuance of the debt. Currently, FWTA has never issued any debt, except a \$2.5 million 10 year capital lease that financed new energy efficient air-conditioning and lighting systems. This short-term debt will be secured by lawfully available funds of FWTA.

Bond Pricing

Bond Component	Maturity Date	Amount	Rate	Yield	Price
Bond Component:					
	10/01/2019	205,000,000	2.400%	2.40%	100.00
	10/01/2020	60,000,000	2.710%	2.71%	100.00
	10/01/2021	60,000,000	3.000%	3.00%	100.00
		325,000,000.00			

Bond Debt Service Schedule

Fiscal Year	Principal	Interest	Annual Debt Service
2017	-	2,318,333.33	2,318,333.33
2018	-	8,346,000.00	8,346,000.00
2019	-	8,346,000.00	8,346,000.00
2020	205,000,000.00	5,886,000.00	210,886,000.00
2021	60,000,000.00	2,613,000.00	62,613,000.00
2022	60,000,000.00	900,000.00	60,900,000.00
Total	325,000,000.00	28,409,333.33	353,409,333.33



The following table represents the summary of budgeted employees by department for fiscal 2018 compared to actual year end employee counts for fiscal years 2017 and 2016. The employee counts represent full time equivalents.

Summary of Employees by Department (in FTE's)

Fiscal Years	<u>Actual 2016</u>	<u>Actual 2017</u>	<u>Budget 2018</u>
Administration Departments:			
<u>Administration:</u>			
Executive Administration	11.0	8.0	7.0
Customer Relations	18.0	16.5	15.5
Planning	5.5	3.0	3.0
Human Resources	11.5	11.0	11.0
<u>Finance:</u>			
Accounting	12.0	10.0	9.0
Finance	4.0	4.5	6.0
<u>Governmental Relations:</u>			
Governmental Relations	-	3.0	4.0
Marketing	5.0	4.0	5.5
<u>Rail & Procurement:</u>			
Procurement & Contract Admin	7.0	8.0	8.0
TRE	3.0	1.0	3.0
TEX Rail	4.0	4.0	4.0
Project Management	2.0	1.0	1.0
Facilities Maintenance	33.0	34.0	38.0
<u>Operations:</u>			
Ops Administration	21.5	9.0	9.0
Bus Street Ops	-	9.0	10.0
Bus Radio Control	-	6.0	6.0
Security		11.0	1.0
Risk & Claims	14.0	2.0	2.0
Safety		1.0	1.0
Service Scheduling	-	4.0	3.0
Information Technology	7.0	8.0	8.0
<u>Maintenance:</u>			
Maintenance Admin	12.0	6.0	6.0
Parts Room	-	7.0	10.0
<u>MITTS:</u>			
MITTS Admin	18.0	14.0	15.0
MITTS Street Ops	-	2.0	3.0
MITTS Radio Control	-	3.0	3.0
Total Administration	<u>188.5</u>	<u>190.0</u>	<u>192.0</u>

Summary of Employees by Department (in FTE's)

Fiscal Years	Actual 2016	Actual 2017	Budget 2018
<i>Page 1 Subtotal:</i>	188.5	190.0	192.0
 Operating Departments:			
MITS Operatings	60.0	60.0	51.5
MITS Maintenance	12.0	18.0	16.0
Bus Operations	219.5	230.0	260.0
Running Repair	88.0	35.0	34.0
Rebuild Eng/Repair	-	2.0	2.0
Body Shop	-	8.0	8.0
Electronics Shop	-	11.0	11.0
Service Rack		32.0	30.0
Total Operating:	379.5	396.0	412.5
 Grant-funded Program:			
Vanpool	3.0	3.0	2.0
RTDM			
Total Grant Funded	3.0	3.0	2.0
Total:	571.0	589.0	606.5

[Discussion of Changes in the Summary of Employees by Department](#)

The following is a summary of significant staffing changes in the fiscal year 2018 budget.

- **Executive Administration:** The decrease from 2017 actual to fiscal 2018 budget is a result of moving 1.0 position finance.
- **Customer Service:** The decrease from 2017 actual to fiscal 2018 is a result of moving 1.0 position to governmental relations.
- **Accounting:** The decrease from 2017 actual to fiscal 2018 budget is a result of eliminating 1.0 position due to outsourcing of a function.
- **Finance:** The increase from 2017 actual to 2018 budget is a result of adding a position from executive administration and converting a part-time position to full-time.
- **Government Relations:** The increase from 2017 actual to 2018 budget is a result of adding a position from customer relations.
- **Marketing:** The increase from 2017 actual to fiscal 2018 budget is a result of adding 1.5 new positions.
- **Trinity Railway Express:** The increase from 2017 actual to 2018 budget is a result of adding 2.0 positions.

- **Facilities Maintenance:** The increase from 2017 actual to fiscal 2018 is a result of adding 1 new position and moving 2 positions from service rack and 1 from service scheduling.
- **Bus Street Operations:** The increase from 2017 actual to 2018 budget is a result of adding one position.
- **Security:** The decrease from 2017 actual to fiscal 2018 budget is a result of outsourcing.
- **Service Scheduling:** The decrease from 2017 actual to 2018 budget is the result of moving 1 position to facilities maintenance.
- **Parts Room:** The increase from 2017 actual to fiscal 2018 budget is the result of adding 1 new position and moving 2 from other departments.
- **MTS, Maintenance, and Operations Administration:** The increases from 2017 actual to fiscal 2018 budget is a result of moving 2 positions from operations.
- **MTS, and Maintenance Operating departments:** The decreases are a result of moving positions to Administration and Bus Operations.
- **Bus Operations:** The increases from 2016 to fiscal 2017 are a result of adding 30.0 operator positions.
- **Bus Administration:** The increase from 2017 actual to fiscal 2018 budget is the result of adding 1 position.

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



Capital

The FWTA’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. FWTA's capital budget for fiscal 2018 is \$1.1 billion. The projected capital expenditures for fiscal 2018 are \$613.3 million and FWTA's share, from local funds, is expected to be \$220.8 million. Our federal capital grant reimbursement revenue is expected to be \$286.6 million.

The capital projects in the fiscal 2018 budget are summarized in the "Capital Budget" section. Capital investment for years beyond fiscal 2018 relate primarily to the TEX Rail commuter rail project, TRE improvements, replacement of aging buses, maintaining capital assets, and upgrading existing assets.

The largest impact the capital program has on the operating budget is if we do not expend as much as projected. Therefore the federal reimbursements will be less, and our actual revenue for fiscal 2018 will be less than budget.



Scheduled to be completed in 2018, the TEX Rail is the largest capital project to be completed in the FWTA's history.

FWTA is currently working on the rehab of the existing Trinity River Bridge and plans to add an additional bridge to enhance stability and prevent delays.



[This page left intentionally blank.]



FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2018
CAPITAL IMPROVEMENTS PROGRAM

(Amounts in Thousands)

Total Budget	Federal Share	Partner Cont	Local Share
-----------------	------------------	-----------------	----------------

FY 2017 (Projects Carried Over):

Bus / Facilities Maintenance

CNG Station Upgrades	\$ 3,600	\$ -	\$ -	\$ 3,600
Bus Wash	900	-	-	900
Mezzanine for Building Maintenance	110	-	-	110

Trinity Railway Express

TRE Trinity River Bridge Design & Const	35,000	969	-	34,031
Positive Train Control	17,188	6,250	-	10,938
TRE Grade Crossing (Appendix A)	1,461	1,169	-	292
TRE Security Video Enhancement	365	292	-	73

Other

Enterprise Resource Planning Replacement	9,000	-	-	9,000
Automated Fare Collection System	5,137	-	-	5,137
Intelligent Transportation System	3,500	-	-	3,500
Fleet-wide Passenger Information System	2,714	966	-	1,748
Multi-Year Transportation Enhancements	887	710	-	177
ADA Accessible Bus Stops	387	310	-	77
Interactive Voice Response / Trapese Com	680	350	-	330
Joint Project /Fort Worth Housing Solutions	60	-	-	60
Bus Park & Ride / Transfer Centers (Appendix B)	-	-	-	-

Total FY17 Projects Carried Over to FY18	\$80,989	\$ 11,016	\$ -	\$ 69,973
--	----------	-----------	------	-----------



FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2018
CAPITAL IMPROVEMENTS PROGRAM

(Amounts in Thousands)

Page 1 Subtotal

Total Budget	Federal Share	Partner Cont	Local Share
\$ 80,989	\$ 11,016	\$ -	\$ 69,973

FY 2018 "New" Capital Projects:
--

Bus / Facilities Maintenance

FY18 Articulated Buses (6)	\$ 4,899	\$ 4,066	\$ -	\$ 833
Vehicle Purchase - FY18	5,013	4,161	-	852
FY18 Electric Buses (4)	3,757	3,006	-	751
Parking Lot Lights	590	-	-	590
Capital Maintenance T Facilities - FY18	364	-	-	364
Capital Maintenance Parking Lots - FY18	200	-	-	200
Miscellaneous Equipment - FY18	200	-	-	200

Trinity Railway Express

TRE Capital Maintenance - FY18	10,618	-	-	10,618
--------------------------------	--------	---	---	--------

Other

Point of Sale System	800	-	-	800
Mobile View Camera System on Remaining Fleet	637	510	-	127
IT Equipment Replacement-FY18-FY21	334	-	-	334
FWTA APP	200	-	-	200
On-site Clinic	200	-	-	200
New FWTA Headquarters	150	-	-	150
Bus Stop Manager/Trapeze	116	-	-	116
Staff Vehicles	95	56	-	39

Total "New" FY17 Projects	28,173	11,799	-	16,374
Subtotal T Projects	\$ 109,162	\$ 22,815	\$ -	\$ 86,347



FORT WORTH TRANSPORTATION AUTHORITY
FISCAL YEAR 2018
CAPITAL IMPROVEMENTS PROGRAM

(Amounts in Thousands)

Page 2 Subtotal

Total Budget	Federal Share	Partner Cont	Local Share
\$ 109,162	\$ 22,815	\$ -	\$ 86,347

TEX Rail

Guideway and Track	\$ 181,376	\$ 92,556	\$ 15,000	\$ 73,820
Stations	92,100	37,742	43,826	10,531
Yards and Shops	29,115	14,138	-	14,977
Sitework and Special Conditions	190,908	101,964	20,108	68,836
Signals, Communications, Systems	121,858	59,174	-	62,684
Right-of-Way, Real Estate	92,331	44,836	5,000	42,495
Commuter Rail Vehicles	115,333	56,006	25,000	34,328
Subtotal	<u>823,021</u>	<u>406,416</u>	<u>108,934</u>	<u>307,671</u>

Professional Services

Project Development	8,306	6,123	-	2,183
Engineering	39,248	28,933	4,000	6,314
Project Mgt for Design & Construction	36,422	26,422	10,000	-
Construction Administration & Mgt	16,350	7,975	8,375	-
Professional Liability/Non-Const Ins.	3,588	2,645	-	943
Legal: permits, fees by other agencies	3,588	2,645	-	943
Surveys, Testing, Investigation, Inspection	2,269	1,673	-	596
Start-up (Incl Railroad Agreements)	3,588	2,645	-	943
Professional Services Subtotal	<u>113,359</u>	<u>79,061</u>	<u>22,375</u>	<u>11,922</u>

Contingency	69,662	34,320	8,375	26,967
Finance Charges	28,415	10,871	-	17,544
TEX Rail Total	<u>1,034,457</u>	<u>530,668</u>	<u>139,684</u>	<u>364,104</u>
Grand Total - All Projects	<u>\$ 1,143,619</u>	<u>\$ 553,483</u>	<u>\$ 139,684</u>	<u>\$ 450,451</u>

Project Title: CNG Station Upgrades

Description of Project:

This project is for the upgrade of our CNG facility. The station was built in 1994 and our goal for FY18 is to install a new high pressure gas line and new electric service replacing all five skids, three will be electric and two will be gas powered. In addition, the dryer and all six dispensers will be replaced.

Schedule of project cost:		Source of funding:	
Total budget	\$ 3,600,000	Sales tax	\$ 3,600,000
Prior Year Actual Expenses	109,786	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 3,190,214		

Operating budget effect:

Non-routine capital, local funds, ultimately will reduce cost to operate the fueling station.

Project Title: Bus Wash

Description of Project:

This project is for the removal of the existing two-bay system and installation of a new two-bay system. The project modifies the existing bus washing facility including wall and door construction, cleaning, painting, and lighting upgrade.

Total budget	\$ 900,000	Sales tax	\$ 900,000
Prior Year Actual Expenses	57,008	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 842,992		

Operating budget effect:

Non-routine capital, local funds, will result in cost savings in water and electricity usage.

Project Title: Mezzanine for Building Maintenance

Description of Project:

Our facilities continue to grow. We have added numerous properties, shelters, transfer center and park and rides. We are also increasing through TEX Rail and have expanded our services to Burnett Plaza. There are only two offices, a bathroom and a breakroom that have air conditioning. We have run out of space in the current maintenance building to safely work. It is proposed that we add a mezzanine or second floor to the building maintenance shop for additional storage and work space.

Schedule of project cost:		Source of funding:	
Total budget	\$ 110,000	Sales tax	\$ 110,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 110,000		

Operating budget effect:

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

Project Title: TRE Trinity River Bridge Design & Construction

Description of Project:

This project is for the final design & construction of a new TRE Trinity River Bridge. The FWTA 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.

The final design should be completed by the end of December, and construction will start in the spring of 2018.

Schedule of project cost:		Source of funding:	
Total budget	\$ 35,000,000	Sales tax	\$ 34,031,020
Prior Year Actual Expenses	2,221,940	Federal	968,980
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 20,000,000		

Operating budget effect:

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

Project Title: Positive Train Control

Description of Project:

Positive Train Control (PTC) is technology designed to automatically stop or slow a train before an accident occurs. The Rail Safety Improvements Act of 2008 (RSLA) mandates that (PTC) be installed on all rail main lines used to carry passengers or certain highly-hazardous materials by December 31, 2018.

Total budget	\$ 17,188,000	Sales tax	\$ 9,704,349
Prior Year Actual Expenses	1,233,651	Federal	6,250,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 15,954,349		

Operating budget effect:

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

Project Title: TRE Grade Crossing

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 1,460,873	Sales tax	\$ 292,175
Prior Year Actual Expenses	6,568,900	Federal	1,168,698
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 1,395,184		

Operating budget effect:

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

Project Title: TRE Station Security Video Enhancement

Description of Project:

This project will replace obsolete cameras and other related monitoring equipment. The existing ITC workstation, the installation of seven cameras at the ITC, Bell and T&P Stations. The new cameras shall provide complete surveillance coverage of all TRE Stations. The new video system shall have the ability to integrate future TEX Rail video system additions.

Schedule of project cost:		Source of funding:	
Total budget	\$ 365,000	Sales tax	\$ 73,000
Prior Year Actual Expenses	None	Federal	292,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 365,000		

Operating budget effect:

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

Project Title: Enterprise Resource Planning Replacement

Description of Project:

This project is for the replacement of our existing company-wide system used to support all aspects of FWTA operations including human resources, payroll, accounting, finance, procurement, and maintenance. A consultant will be used to assist with requirement definition, Request for Proposal development, proposal evaluations, and implementation management.

Schedule of project cost:		Source of funding:	
Total budget	\$ 9,000,000	Sales tax	\$ 9,000,000
Prior Year Actual Expenses	4,289,443	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 6,932,398		

Operating budget effect:

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

Project Title: Automated Fare Collection System

Description of Project:

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

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

Schedule of project cost:

Total budget	\$ 5,136,678
Prior Year Actual Expenses	3,188,540

Source of funding:

Sales tax	\$ 5,136,678
Federal	None
Other	None

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

Fiscal 2018	\$ 904,930
-------------	------------

Operating budget effect:

Non-routine capital maintenance, 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 the FWTAs services in real time. This will allow FWTAs to provide exceptional service to our customers by allowing real time monitoring of schedule adherences, passenger counts, and vehicle health across our entire service area.

Total budget	\$ 3,500,000
Prior Year Actual Expenses	None

Sales tax	\$ 3,500,000
Federal	None
Other	None

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

Fiscal 2018	\$ 1,750,000
-------------	--------------

Operating budget effect:

Non Routine capital project, with local funds, additional operating and maintenance costs will be associated with this project.

Project Title: Fleet-wide Passenger information System

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 2,713,501	Sales tax	\$ 1,747,774
Prior Year Actual Expenses	2,135,036	Federal	965,727
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 578,465		

Operating budget effect:

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

Project Title: Multi-Year Transportation Enhancements

Description of Project:

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

Total budget	\$ 887,429	Sales tax	\$ 177,486
Prior Year Actual Expenses	68,017	Federal	709,943
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 819,412		

Operating budget effect:

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

Project Title: ADA Accessible Bus Stops

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 387,342	Sales tax	\$ 77,468
Prior Year Actual Expenses	68,928	Federal	309,874
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 318,414		

Operating budget effect:

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

Project Title: Interactive Voice Response System

Description of Project:

This project is for the implementation of Interactive Voice Response (IVR) software modules in the Trapeze system to improve Customer Service Support and enhance management of MITS trip-booking.

Schedule of project cost:		Source of funding:	
Total budget	\$ 679,502	Sales tax	\$ 329,502
Prior Year Actual Expenses	433,568	Federal	350,000
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 245,934		

Operating budget effect:

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

Project Title: Joint Project/Fort Worth Housing Authority

Description of Project:

This project is for the review of building construction plans by one of the FWTA's consulting firms. The Fort Worth Housing Authority is proposing to construct a high-rise building on the FWTA's parking lot between I-30 and Vickery Street at the T&P Station.

Schedule of project cost:		Source of funding:	
Total budget	\$ 60,000	Sales tax	\$ 60,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 60,000		

Operating budget effect:

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

Project Title: FY18 Articulated Buses

Description of Project:

This project is for the purchase of (6) New Flyer Articulated buses, with a delivery date of July of 2018.

Schedule of project cost:		Source of funding:	
Total budget	\$ 4,899,060	Sales tax	\$ 832,841
Prior Year Actual Expenses	None	Federal	4,066,219
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 4,899,060		

Operating budget effect:

Routine capital, federal & local funds, reduced maintenance costs are expected.

Project Title: FY18 Vehicle Purchase (10)

Description of Project:

This project is for the purchase of (10) 40' Gillig buses, due to be delivered May 2018.

Schedule of project cost:		Source of funding:	
Total budget	\$ 5,013,320	Sales tax	\$ 852,264
Prior Year Actual Expenses	None	Federal	4,161,056
		Other	None

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

Fiscal 2018	\$ 5,013,320
-------------	--------------

Operating budget effect:

Routine capital, federal & local funds, reduced maintenance costs are expected.

Project Title: FY18 Electric Buses (4)

Description of Project:

This project is for the purchase of (4) electric buses, delivery schedule unknown at this time.

Schedule of project cost:		Source of funding:	
Total budget	\$ 3,757,000	Sales tax	\$ 751,400
Prior Year Actual Expenses	None	Federal	3,005,600
		Other	None

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

Fiscal 2018	\$ 3,757,000
-------------	--------------

Operating budget effect:

Routine capital, federal & local funds, reduced maintenance costs are expected.

Project Title: Parking Lot Lights

Description of Project:

This project is for the replacement of all of the lights, at all of our facilities. This includes the train stations, transfer centers, park & rides, employee lots and our bus lots. The aluminum housing is cracking and allowing water into the existing fixtures.

Schedule of project cost:		Source of funding:	
Total budget	\$ 590,000	Sales tax	\$ 590,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 590,000		

Operating budget effect:

Routine capital, federal & local funds, reduced maintenance costs are expected.

Project Title: Capital Maintenance – T Facilities - FY18

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 364,000	Sales tax	\$ 364,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 364,000		

Operating budget effect:

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

Project Title: Capital Maintenance Parking Lots – FY18

Description of Project:

This project is for periodic repairs on FWTAs parking lots and various bus lanes. This will include re-stripping and asphalt work.

Schedule of project cost:		Source of funding:	
Total budget	\$ 200,000	Sales tax	\$ 200,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 200,000		

Operating budget effect:

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

Project Title: Miscellaneous Equipment – FY18

Description of Project:

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

Schedule of project cost:		Source of funding:	
Total budget	\$ 200,000	Sales tax	\$ 200,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 200,000		

Operating budget effect:

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

Project Title: TRE Capital Maintenance – FY18

Description of Project:

This project is for capital maintenance of the TRE assets. These costs are split evenly with DART. The amounts shown on this schedule are the FWTA’s share. Specifically, the funds requested for this fiscal year will provide FWTA’s portion of the funds needed for the capital repair and maintenance on the TRE right-of-way and rolling stock.

Schedule of project cost:		Source of funding:	
Total budget	\$ 10,618,000	Sales tax	\$ 10,618,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 10,618,000		

Operating budget effect:

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

Project Title: Point of Sale System

Description of Project:

This project is for the purchase of a Point of Sale (POS) system that includes integration with our revenue collection system and our enterprise resource system. It also includes a consulting fee and some infrastructure charges.

It also includes card printers, camera equipment for two locations and one high-speed encoding machine. Vendor implementations, testing, installation are included along with smartcard and magnetic dispensing/reader unit.

Total budget	\$ 800,000	Sales tax	\$ 800,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 800,000		

Operating budget effect:

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

Project Title: Mobile View Camera System on Remaining Fleet

Description of Project:

This project is for the replacement of the existing Verint bus camera system, on the older bus fleet.

Total budget	\$	637,000	Sales tax	\$	127,400
Prior Year Actual Expenses		None	Federal		509,600
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2018	\$	637,000			

Operating budget effect:

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

Project Title: IT Equipment Replacement – FY18-FY21

Description of Project:

This project is for a multiyear replacement/upgrade of office equipment throughout FWTA. Approximately 25% of desktops, laptops, tablets, and thin clients each year. In addition, 17% of monitors and desk phones each year.

Total budget	\$	333,546	Sales tax	\$	333,546
Prior Year Actual Expenses		None	Federal		None
			Other		None
Projected expenditures (What you expect to spend this year):					
Fiscal 2018	\$	114,519			

Operating budget effect:

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

Project Title: FWTA APP

Description of Project:

This project is for the purchase, design and installation of an app for FWTA. This app will help promote FWTA with easier access to trip planning and will help promote our brand over 3rd party Providers. This app will be more fun for our customers and should increase ridership.

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

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

Fiscal 2018	\$	200,000
-------------	----	---------

Operating budget effect:

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

Project Title: On-site Clinic

Description of Project:

This project is for the replacement of the existing furniture in the Operators Club Room. The existing furniture is past its useful life.

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

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

Fiscal 2018	\$	200,000
-------------	----	---------

Operating budget effect:

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

Project Title: New FWTA Headquarters

Description of Project:

This project is for the engineering & design of the XTO Building that FWTA recently purchased, for their headquarters.

Schedule of project cost:		Source of funding:	
Total budget	\$ 150,000	Sales tax	\$ 150,000
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 150,000		

Operating budget effect:

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

Project Title: Bus Stop Manager Trapeze

Description of Project:

This project is for the purchase of software to manage passenger stop amenities including bus stops, 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, and creation of site support work orders for upload into the Trapeze CAD/AVL data system.

Total budget	\$ 115,809	Sales tax	\$ 115,809
Prior Year Actual Expenses	None	Federal	None
		Other	None
Projected expenditures (What you expect to spend this year):			
Fiscal 2018	\$ 115,809		

Operating budget effect:

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

Project Title: Staff Vehicles

Description of Project:

This project is for the purchase of two (2) security vehicles and one (1) van for mail delivery.

Schedule of project cost:

Total budget	\$	95,000
Prior Year Actual Expenses		None

Source of funding:

Sales tax	\$	39,000
Federal		56,000
Other		None

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

Fiscal 2018	\$	95,000
-------------	----	--------

Operating budget effect:

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

[This page left intentionally blank.]

Glossary

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

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

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

Alight – To get off a transit vehicle.

Allocation – An administrative distribution of funds.

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

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.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Intermodal – Switching from one form of transportation to another.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Service Area – A geographic area provided with transit service.

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

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

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

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

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

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

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

Vehicle Miles- Number of miles traveled by a vehicle.

Zone Fares – Different fares for different regions of service.

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
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
FWTA	Fort Worth Transportation Authority
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
MITSAC	Mobility Impaired Transportation Service Advisory Committee
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

[This page left intentionally blank.]

FARES EFFECTIVE AUGUST 13, 2017

SINGLE RIDE

LOCAL BUS	\$2
LOCAL BUS – YOUTH (AGES 5-19)	\$1
REDUCED FARE – LOCAL BUS	\$1
MOLLY THE TROLLEY	\$2
EXPRESS BUSES (ROUTES 60, 61, 63, 64, 65 & 66)	\$2.50
TRINITY RAILWAY EXPRESS – LOCAL (WEST ZONE TO CENTREPORT)	\$2.50
TRINITY RAILWAY EXPRESS – REGIONAL (ALL ZONES)	\$5
REDUCED FARE – REGIONAL (ALL ZONES)	\$1.25

MULTI-RIDE

	1-DAY	7-DAY	MONTHLY	ANNUAL
LOCAL	\$5	\$25	\$80	\$800
REGIONAL	\$10	\$50	\$160	\$1600
REDUCED FARE – LOCAL	\$2.50	N/A	\$40	N/A
REDUCED FARE – REGIONAL	\$2.50	N/A	\$40	\$480

LOCAL – FWTA BUSES AND TRE WEST ZONE TO CENTREPORT

REGIONAL – ALL SERVICES IN TARRANT, DALLAS, AND DENTON COUNTIES

REDUCED FARE – SENIORS 65+, PERSONS WITH DISABILITIES WITH ID, AND MEDICARE CARD HOLDERS

MOBILITY IMPAIRED TRANSPORTATION SERVICE – MITS (TARRANT COUNTY ONLY)

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

7-6-17

[This page left intentionally blank.]

Fort Worth Transportation Authority System Map

