



1955 Lakeway Dr., # 260, Lewisville, Texas 75057  
972.221.4600 | RideDCTA.net

## **Board of Directors Regular Meeting**

**January 28, 2016 | 3:00 p.m.\***

*\*or immediately following Board Work Session  
scheduled at 12:30 p.m. on January 28, 2016*

CALL TO ORDER

PLEDGE OF ALLEGIANCE TO US AND TEXAS FLAGS

INVOCATION

WELCOME AND INTRODUCTION OF VISITORS

AGENCY AWARDS AND RECOGNITIONS

1. CONSENT AGENDA

- a. Approval of Minutes Board Meeting December 17, 2015
- b. Acceptance of Financial Statements (November/December 2015)
- c. Acceptance of Quarterly Investment Report (1Qtr FY2016)
- d. Rescind Award of Fleet Collision Repair contract and Award new Contract
- e. Approval of Task Order for Flume Repair and Mitigation
- f. Amendment to Professional Services Agreement with Segal Waters Consulting for Classification Compensation Study

2. REGULAR AGENDA

- a. Board Officer Elections

3. Convene Executive Session. The Board may convene the Regular Board Meeting into Closed Executive Session for the following:

- a. As Authorized by Section 551.074 of the Texas Government Code, the Work Session or Regular Board Meeting may be Convened into Closed Executive Session for *Deliberation of Personnel: Annual President's Performance Review*.
- b. As Authorized by Section 551.071(2) of the Texas Government Code, the Work Session or the Regular Board Meeting may be Convened into Closed Executive Session for the Purpose of Seeking Confidential Legal Advice from the General Counsel on any Agenda Item Listed Herein.
- c. As Authorized by Texas Government Code section 551.071 consultation with General Counsel regarding pending litigation Cause No 2011-30066-

211; URS Corporation v. Denton County Transportation Authority; 211th District Court, Denton County, Texas.

- d. As Authorized by Texas Government Code Section 551.072 Deliberation regarding Real Property: Discuss acquisition, sale or lease of real property related to long-range service plan within the cities of Denton, Lewisville, or Highland Village.
4. Reconvene Open Session
  - a. Reconvene and Take Necessary Action on Items Discussed during Executive Session.
5. CHAIR REPORT
  - a. Discussion of Regional Transportation Issues
  - b. Discussion Legislative Issues
    - i. Regional
    - ii. State
    - iii. Federal
6. PRESIDENT'S REPORT
  - a. Budget Transfers
  - b. Regional Transportation Issues
7. REPORT ON ITEMS OF COMMUNITY INTEREST
  - a. Pursuant to Texas Government Section 551.0415 the Board of Directors may report on following items: (1) expression of thanks, congratulations, or condolences; (2) information about holiday schedules; (3) recognition of individuals; (4) reminders about upcoming DCTA and Member City events; (5) information about community events; and (6) announcements involving imminent threat to public health and safety.
8. ADJOURN

**Chair – Charles Emery**  
**Vice Chair – Paul Pomeroy**

**Secretary – Richard Huckaby**  
**Treasurer – Dave Kovatch**

**Members – Skip Kalb, Doug Peach, Jim Robertson, Tom Winterburn,  
Don Hartman, George A. Campbell, Allen Harris, Carter Wilson, Connie White**  
**President – Jim Cline**

The Denton County Transportation Authority meeting rooms are wheelchair accessible. Access to the building and special parking are available at the main entrance. Requests for sign interpreters or special services must be received forty-eight (48) hours prior to the meeting time by emailing [rcomer@dcta.net](mailto:rcomer@dcta.net) or calling Rusty Comer at 972-221-4600.

This notice was posted on 1/22/2016 at 3:58 PM.

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Rusty Comer, Public Information Coordinator



Denton County Transportation Authority  
Board of Directors

## Work Session Minutes

The Board of Directors of the Denton County Transportation Authority convened the work session of the Board of Directors with Chairman Charles Emery presiding at 1:30 p.m. December 17, 2015 at 1955 Lakeway Drive, Suite 260, Lewisville, Texas 75057. A quorum was present.

### Attendance

#### Small Cities

Connie White  
Skip Kalb

#### Large Cities

Charles Emery, Lewisville, Chairman  
Paul Pomeroy, Highland Village, Vice-Chair  
Richard Huckaby, Denton, Secretary  
(arrived 3:22 p.m.)  
Carter Wilson, Frisco (arrived 1:37 p.m.)  
Tom Winterburn, Corinth  
Jim Robertson, Flower Mound  
(arrived 1:52 p.m.)

#### Denton County Unincorporated

Don Hartman  
George A. Campbell

#### Board Members Absent

Allen Harris, The Colony  
Dave Kovatch, Denton County at Large  
Doug Peach, Little Elm

#### Legal Counsel

Kevin Laughlin, General Counsel

#### DCTA Staff

Jim Cline, President  
Raymond Suarez, Chief Operating Officer  
Nicole Recker, Vice President of Marketing  
and Communications  
Kristina Brevard, Vice President Planning  
and Development  
Anna Mosqueda, Chief Financial Officer

#### Others in Attendance

Athena Forrester - Senior Procurement  
Manager  
Jeff Bennett – AVP, Operations  
Kevin Feldt – North Central Texas Council  
of Governments

Chairman Charles Emery called the meeting to order and announced the presence of a quorum.

#### 1. Routine Briefing Items

- a Financial Reports - Anna Mosqueda, Chief Financial Officer, reported on the following financial items
  - i. Financial Statements (postponed and to be provided in January 2016)
  - ii. Capital Projects Report (postponed and to be provided in January 2016)
  - iii. Sales Tax Report
  - iv. Procurement Report
- b Strategic Planning / Development – Kristina Brevard, Vice President Planning & Development, reported on these items
  - i. Priority Projects Update

- ii. Outreach Efforts
  - c Marketing and Communications – Nicole Recker, Vice President Marketing & Communications, reported on these items
    - i. Marketing and Communications Initiatives
    - ii. Marketing and Communications Metrics
    - iii. Customer Service Metrics
  - d Capital Projects Update – Raymond Suarez, Chief Operating Officer, reported on these items
    - i. Signal System Enhancements
    - ii. Positive Train Control (PTC)
    - iii. Flood Repairs/FEMA
    - iv. Transit Enhancements
    - v. Lewisville Bike Trail - Final Section
  - e Transit Operations – Raymond Suarez, Chief Operating Officer, reported on these items
    - i. Rail Operations
    - ii. Bus Operations
2. Items for Discussion – Jim Cline, President, gave a presentation on the information provided to all board members in preparation for the February board retreat work session
    - a Review of Policies and Previous Planning Initiatives
  3. Committee Chair Report – Paul Pomeroy gave an update on the activities of the program services committee meeting in December
  4. Discussion of Regular Board Meeting Agenda Items (December 2015)
    - There was no discussion on this item
  5. Executive Session – the board did not meet in executive session
  6. Discussion of Future Agenda Items
    - a Board Member Requests – Jim Robertson asked that security at the stations be addressed at a future meeting
  7. Work session was adjourned at 3:26 p.m.

The minutes of the December 17, 2015 work session meeting of the Board of Directors were passed, and approved by a vote on this 28<sup>th</sup> day of January, 2016.

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Charles Emery, Chairman

ATTEST

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Richard Huckaby, Secretary



Denton County Transportation Authority  
Board of Directors

## Board Meeting Minutes

The regular meeting of the Board of Directors of the Denton County Transportation Authority was convened with Chairman Charles Emery presiding at 3:35 p.m. December 17, 2015 at 1955 Lakeway Drive, Suite 260, Lewisville, Texas 75057. A quorum was present.

### Attendance

#### Small Cities

Connie White  
Skip Kalb

#### Large Cities

Charles Emery, Lewisville, Chairman  
Paul Pomeroy, Highland Village, Vice-Chair  
Richard Huckaby, Denton, Secretary  
Carter Wilson, Frisco  
Tom Winterburn, Corinth  
Jim Robertson, Flower Mound

#### Denton County Unincorporated

Don Hartman  
George A. Campbell

#### Board Members Absent

Allen Harris, The Colony  
Dave Kovatch, Denton County at Large  
Doug Peach, Little Elm

#### Legal Counsel

Kevin Laughlin, General Counsel

#### DCTA Staff

Jim Cline, President  
Raymond Suarez, Chief Operating Officer  
Nicole Recker, Vice President of Marketing  
and Communications  
Kristina Brevard, Vice President Planning  
and Development  
Anna Mosqueda, Chief Financial Officer

#### Others in Attendance

Athena Forrester - Senior Procurement  
Manager  
Jeff Bennett – AVP, Operations  
Kevin Feldt – North Central Texas Council  
of Governments

CALL TO ORDER – Chairman Charles Emery called the meeting to order and announced the presence of a quorum of the Board.

PLEDGE OF ALLEGIANCE TO US AND TEXAS FLAGS –led by Tom Winterburn

INVOCATION – by Skip Kalb

WELCOME AND INTRODUCTION OF VISITORS – Anna Mosqueda, Chief Financial Officer, updated the board on their new IDs

AGENCY AWARDS AND RECOGNITIONS

1. CONSENT AGENDA

- a. Approval of Minutes Board Meeting November 19, 2015
- b. Award of Contract for Brand Ambassador Services
- c. Award of Contract Consulting Services, Positive Train Control
- d. Approval of Change Order for Landscape Maintenance and Improvements
- e. Approval of Resolution 15-12 adopting the Annual Investment Policy for FY2016
  - Motion to approve Consent Agenda Items a-e made by Jim Robertson. 2<sup>nd</sup> by Skip Kalb. Motion carried unanimously.

2. REGULAR AGENDA

- a. Approval of Emergency Drainage Repairs
  - Motion to approve Emergency Drainage Repairs was made by Jim Robertson. 2<sup>nd</sup> by Connie White. Motion carried unanimously.
- b. Discussion and Approval of DCTA's Priority Projects for the North Central Texas Council of Governments' 2040 Mobility Plan
  - Skip Kalb asked that the plan be amended to show 35W as the 35W corridor.
  - Motion to approve DCTA's Priority Projects for the North Central Texas Council of Governments' 2040 Mobility Plan as amended was made by Skip Kalb. 2<sup>nd</sup> by Jim Robertson motion carried unanimously.

3. CHAIR REPORT – Charles Emery gave an update on these issues

- a. Discussion of Regional Transportation Issues
- b. Discussion Legislative Issues
  - i. Regional
  - ii. State
  - iii. Federal

4. PRESIDENT'S REPORT – Jim Cline provided information on the following items

- a. Budget Transfers – none were required
- b. Regional Transportation Issues

5. REPORT ON ITEMS OF COMMUNITY INTEREST

- a. Pursuant to Texas Government Section 551.0415 the Board of Directors may report on following items: (1) expression of thanks, congratulations, or condolences; (2) information about holiday schedules; (3) recognition of individuals; (4) reminders about upcoming DCTA and Member City events; (5) information about community events; and (6) announcements involving imminent threat to public health and safety.
  - Jim Cline told the board about the agency's volunteer work at Cristian Community Action the week prior

6. ADJOURN 4:36 p.m.

- Motion to adjourn made by Dave Kovatch. 2nd by Jim Robertson.  
Motion carried unanimously.

The minutes of the December 17, 2015 meeting of the Board of Directors were passed, and approved by a vote on this 28<sup>th</sup> day of January, 2016.

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Charles Emery, Chairman

ATTEST

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Richard Huckaby, Secretary

**Board of Directors Memo**

January 28, 2016

**Subject: Rescind Award to Keith's Collision and Award contract for Fleet Collision and Repair Services with North Texas RV Repair****Background**

A request for bids was released on October 12, 2015 on BidSync for Fleet Collision Repair and Painting Services. Bids were received on October 28, 2015. The bids were reviewed based on responsiveness, repair schedules, hourly rates, etc.

On October 28, 2015 DCTA received two (2) bids in response to our RFB:

1. Keith's Collision Center
2. North Texas RV Repair

The Board awarded the contract to Keith's Collision Center on the November agenda but the contractor was unable to enter into the contract. Staff is requesting the Board rescind the award and approve award to North Texas RV Repair.

**Identified Need**

DCTA has the need for a local repair company to provide services for damage repair to fleet in order to maintain the appearance and performance of its fleet and safety to passengers.

**Financial Impact**

Expenditures for fleet repair and painting services are reimbursed by FTA funds at 80% from preventative maintenance grant funds. Repairs and painting services will be performed on an as needed basis for a two (2) year term.

**Recommendation**

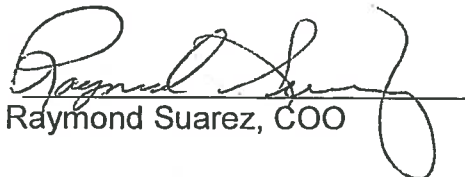
Staff recommends the Board rescind the award to Keith's Collision and approve and award to authorize a contract with North Texas RV Repair.

Submitted by:



Athena Forrester, Senior Procurement  
Manager

Approval:

  
Raymond Suarez, COO





## Board of Directors Memo

January 28, 2016

**Subject: 1(e) Approve Task Order No. 6 to Jacobs for Rail Facility Flume Repair and Mitigation**

### **Background**

There is an existing storm drainage ditch northwest of the Rail Operations and Maintenance Facility that overflowed during the 2015 flood event. The area from the drainage ditch to the track ballast flooded, resulting in the creation of an informal channel between the ditch and track ballast. This resulted in severe erosion of the area and undermining of the concrete flume. Herzog backfilled the eroded area with dirt, rocks, and gravel, as a temporary safety measure.

Jacobs Engineering inspected the damaged and proposed a repair and mitigation solution which has been accepted by FEMA. This task order represents the engineering fees to create plans, specifications and bid documents for repair and mitigation of the damaged area.

### **Identified Need**

A scope of services and fees has been negotiated with Jacobs engineering services along with contract administration services for the project.

### **Financial Impact**

The fee for the services is \$59,482 and will be paid for with operating funds and may be reimbursed at 75% by FEMA.

### **Recommendation**

Staff recommends the Board of Directors authorize the President to execute the task order with Jacobs in the amount not-to-exceed \$59,500.

Submitted by:

A handwritten signature in blue ink, appearing to read "A. Forrester", written over a horizontal line.

Athena Forrester  
Senior Procurement Manager

Approval:

A handwritten signature in black ink, appearing to read "Raymond Suarez", written over a horizontal line.

Raymond Suarez, COO

**Board of Directors Memo**January 28, 2016

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**Subject: Amendment to Agreement with Segal Waters, Inc. for Compensation & Classification Study****Background**

Every two years DCTA undertakes a classification compensation study to insure that the salary plan ranges are competitive in the market. This helps the agency maintain and recruit a highly skilled, qualified workforce. After a competitive procurement process, a contract was awarded in August of 2015 to Segal Waters to complete the market study and analysis and make recommendations regarding position classifications and pay plan structure. The market study was completed and the results of the process presented to the Finance Committee at its January 18 meeting.

**Identified Need**

The Finance Committee discussed its interest in reviewing and comparing a total compensation package to include benefits along with the pay plan study recommendations. The additional scope of work will require an amendment to the current agreement with Segal Waters.

**Financial Impact**

At the time of this memo the cost proposal had not yet been received. The cost for the additional services will be covered within existing FY2016 Budget.


**Recommendation**

Staff recommends the Board authorize the President to execute an agreement with Segal Waters to include the additional scope of work requested.

Submitted by:

  
\_\_\_\_\_  
Anna Mosqueda, CFO

Approval:

  
\_\_\_\_\_  
James C. Cline, Jr., President

## 2015 Board Attendance Sheet

RM 5

<u>Member</u>	Jan 22	Feb 26	Mar 26	Apr 23	May 26	June 25	July 23	Aug 27	Sept 24	Oct 22	Nov 19	Dec 17	
Number Present	11	10	10	9	9	7	10	9	12	10	11	10	
Lewisville <b>Charles Emery</b>	P	P	P	P	P	P	P	P	P	P	P	P	12 / 12
Unincorporated <b>George A. Campbell</b>	P	P	P	P	P	A	P	P	P	P	P	P	11 / 12
Denton <b>Richard Huckaby</b>	P	P	P	P	P	P	P	P	P	P	P	P	12 / 12
Highland Village <b>Paul Pomeroy</b>	P	P	P	P	P	P	P	P	P	P	P	P	12 / 12
Flower Mound <b>Jim Robertson</b>	P	A	A	A	A	A	P	P	P	A	P	P	6 / 12
Corinth <b>Daniel Peugh / Tom Winterburn</b>	<i>Peugh (January - August)</i>								<i>Winterburn (September 2015)</i>				
Denton County at Large	A	A	P	P	A	P	P	P	P	P	P	P	9 / 12
<b>Dave Kovatch</b>	P	P	P	P	P	A	P	A	A	P	P	A	8 / 12
Little Elm <b>Doug Peach</b>	P	P	A	P	P	A	A	A	P	P	P	A	7 / 12
The Colony <b>Allen Harris</b>	P	P	P	A	P	A	A	A	P	A	A	A	5 / 12
Unincorporated <b>Don Hartman</b>	P	P	P	A	A	P	P	P	P	P	P	P	10 / 12
Frisco <b>Carter Wilson</b>	P	P	P	P	P	P	P	P	P	P	P	P	12 / 12
Small Cities <b>Connie White</b>	N	N	N	N	N	N	N	P	P	A	P	P	4 / 12
Small Cities <b>Vacant</b>	N	N	N	N	N	N	N	N	N	N	N	N	0 / 12
Small Cities <b>Skip Kalb</b>	P	P	P	P	P	P	P	A	P	P	A	P	10 / 12

P = Present      A = Absent      R = Representative      N= No Representative

## 2015 Executive Committee Attendance

RM 5

<u>Member</u>	Jan 13	Feb 17	Mar 19	Apr 14	May 19	June 8	June 16	July 14	Aug 18	Sept 15	Oct 13	Nov 10	Dec 8	
Number Present	3	5	4	5	4	5	3	4	7	5	5	5	4	
Lewisville														
<b>Charles Emery</b>	P	P	P	P	P	P	P	P	P	P	P	P	P	13 / 13
Unincorporated														
<b>George A. Campbell</b>	A	P	P	P		P		P	P	P	P	P	P	10 / 11
Denton														
<b>Richard Huckaby</b>	A	P	P	P	P	A	P	P	A	P	P	P	A	9 / 13
Highland Village														
<b>Paul Pomeroy</b>	P	P	P	P	P	P	P	P	P	P	P	P	P	13 / 13
Flower Mound														
<b>Jim Robertson</b>														0 / 0
Corinth														
<b>Daniel Peugh / Tom Winterburn</b>	<i>Peugh (January - August)</i>						<i>Winterburn (September 2015)</i>							
Denton County at Large														
<b>Dave Kovatch</b>	P	P	A	P	P	P	A	A	P	P	P	P	P	10 / 13
Little Elm														
<b>Doug Peach</b>									P					1 / 1
The Colony														
<b>Allen Harris</b>														0 / 0
Unincorporated														
<b>Don Hartman</b>									P					1 / 1
Frisco														
<b>Carter Wilson</b>						P			P					2 / 2
Small Cities														
<b>Connie White</b>	N	N	N	N	N	N	N							0 / 7
Small Cities														
<b>Vacant</b>	N	N	N	N	N	N	N	N	N	N	N	N	N	0 / 13
Small Cities														
<b>Skip Kalb</b>														0 / 0

P = Present    A = Absent    R = Representative    N= No Representative

## 2015 Finance Committee

RM 5

<u>Member</u>	Jan 12	Feb	Mar	Apr	May 19	June 30	July 21	Aug 17	Sept	Oct	Nov 9	Nov 19	Dec	
Number Present	3	0	0	0	5	3	7	4	0	0	6		0	
Lewisville														
<b>Charles Emery</b>	P				P	P	P	P			P	P		7 / 7
Unincorporated														
<b>George A. Campbell</b>	A				A	A	P	P						2 / 5
Denton														
<b>Richard Huckaby</b>	A				P	A	P	A			P	A		3 / 7
Highland Village														
<b>Paul Pomeroy</b>					P	P	P	P			P	A		5 / 4
Flower Mound														
<b>Jim Robertson</b>														0 / 0
Corinth	Peugh (January - August)								Winterburn (September 2015)					
<b>Daniel Peugh / Tom Winterburn</b>							P				P	P		3 / 3
Denton County at Large														
<b>Dave Kovatch</b>	P				P	P	P	P			P	P		7 / 7
Little Elm														
<b>Doug Peach</b>														0 / 4
The Colony														
<b>Allen Harris</b>	P				P	A	A	A			A	A		2 / 7
Unincorporated														
<b>Don Hartman</b>														0 / 4
Frisco														
<b>Carter Wilson</b>							P							1 / 4
Small Cities														
<b>Connie White</b>	N	N	N	N	N	N	N				P	P		2 / 4
Small Cities														
<b>Vacant</b>	N	N	N	N	N	N	N	N	N	N	N		N	0 / 4
Small Cities														
<b>Skip Kalb</b>														0 / 4

P = Present    A = Absent    R = Representative    N= No Representative

## 2015 Program Services Committee Attendance

RM 5

<u>Member</u>	Jan	Feb	Mar	Apr 16	May	June 16	July	Aug 18	Sept	Oct 13	Nov	Dec 8	
Number Present	0	0	0	5	0	6	0	8	0	8	0	7	
Lewisville													
<b>Charles Emery</b>				P		P		P		P		P	5 / 5
Unincorporated													
<b>George A. Campbell</b>								P		P		P	3 / 2
Denton													
<b>Richard Huckaby</b>						P				P			2 / 2
Highland Village													
<b>Paul Pomeroy</b>				P		P		P		P		P	5 / 5
Flower Mound													
<b>Jim Robertson</b>				A		A		A		A		A	0 / 2
Corinth	Peugh (January - August)							Winterburn (September 2015)					
<b>Daniel Peugh / Tom Winterburn</b>													0 / 2
Denton County at Large													
<b>Dave Kovatch</b>								P		P			2 / 2
Little Elm													
<b>Doug Peach</b>				P		P		P		P		P	5 / 2
The Colony													
<b>Allen Harris</b>													0 / 2
Unincorporated													
<b>Don Hartman</b>				A		A		P		P		P	3 / 2
Frisco													
<b>Carter Wilson</b>				P		P		P		P		P	5 / 5
Small Cities													
<b>Connie White</b>	N	N	N	N	N	N	N						0 / 2
Small Cities													
<b>Vacant</b>	N	N	N	N	N	N	N	N	N	N	N	N	0 / 2
Small Cities													
<b>Skip Kalb</b>				P		P		P		A		P	4 / 5

P = Present    A = Absent    R = Representative    N = No Representative

## 2016 Executive Committee Attendance

RM 5

<u>Board Member</u>	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec		
	19	16	15	19	17	14	19	16	13	18	8	6		
Number Present	4	0	0	0	0	0	0	0	0	0	0	0		
Lewisville <b>Charles Emery</b>	P													1 / 1
Unincorporated <b>George A. Campbell</b>	P													1 / 1
Denton <b>Richard Huckaby</b>	A													0 / 1
Highland Village <b>Paul Pomeroy</b>	P													1 / 1
Denton County at Large <b>Dave Kovatch</b>	P													1 / 1
Flower Mound <b>Jim Robertson</b>														0 / 0
Corinth <b>Tom Winterburn</b>														0 / 0
Little Elm <b>Doug Peach</b>														0 / 0
The Colony <b>Allen Harris</b>														0 / 0
Unincorporated <b>Don Hartman</b>														0 / 0
Frisco <b>Carter Wilson</b>														0 / 0
Small Cities <b>Connie White</b>														0 / 0
Small Cities <b>Skip Kalb</b>														0 / 0
Small Cities <b>Vacant</b>	N	N	N	N	N	N	N	N	N	N	N	N		0 / 12

P = Present      A = Absent      R = Representative      N= No Representative

## 2016 Finance Committee Attendance

RM 5

<u>Board Member</u>	Jan 18	Feb	Mar	Apr	May 16	June	July 18	Aug	Sept	Oct 17	Nov	Dec	
Number Present	2	0	0	0	0	0	0	0	0	0	0	0	
Denton County at Large													
<b>Dave Kovatch</b>	P												1 / 1
Denton													
<b>Richard Huckaby</b>	P												1 / 1
Corinth													
<b>Tom Winterburn</b>	P												1 / 1
Small Cities													
<b>Connie White</b>	P												1 / 1
Lewisville													
<b>Charles Emery</b>	P												1 / 1
Unincorporated													
<b>George A. Campbell</b>													0 / 0
Highland Village													
<b>Paul Pomeroy</b>	P												1 / 1
Flower Mound													
<b>Jim Robertson</b>													0 / 0
Little Elm													
<b>Doug Peach</b>													0 / 0
The Colony													
<b>Allen Harris</b>													0 / 0
Unincorporated													
<b>Don Hartman</b>													0 / 0
Frisco													
<b>Carter Wilson</b>													0 / 0
Small Cities													
<b>Skip Kalb</b>													0 / 0
Small Cities													
<b>Vacant</b>	N	N	N	N	N	N	N	N	N	N	N	N	0 / 0

P = Present    A = Absent    R = Representative    N= No Representative