



**Joint Meeting of the DCTA
and NTMC Board of Directors and
the DCTA Board of Directors Regular Meeting**
January 28, 2021 | 9:00 a.m.
To be held by Zoom Video Conference

*NOTICE IS HEREBY GIVEN that the members of the DCTA Board of Directors
and NTMC Board of Directors will be meeting via video conference using Zoom.
The meeting will be made available to the public at the following web address <https://zoom.us/j/94991198552>
or by joining via telephone by dialing the following number: +1 346 248 7799; Meeting ID: 949 9119 8552*

CALL TO ORDER DCTA BOARD OF DIRECTORS MEETING (DCTA BOARD CHAIR)

CALL TO ORDER NTMC BOARD OF DIRECTORS MEETING (NTMC BOARD CHAIR)

INVOCATION & MOMENT OF SILENCE IN MEMORY OF BRANDY PEDRON

PUBLIC COMMENT

This agenda item provides an opportunity for citizens to address the DCTA or NTMC Board of Directors on any agenda item(s) or other matters relating to the DCTA or the NTMC. Each speaker will be given a total of three (3) minutes to address any item(s). Anyone wishing to speak shall be courteous and cordial. Any person who wishes to address the DCTA or NTMC Board of Directors regarding any item(s) may do so by utilizing the "raise hand" function of the Zoom meeting at this time. Citizens that are not able to connect virtually to the Zoom meeting must email his or her public comment to lbaker@dcta.net no later than 3:00 pm on Wednesday, January 27, 2021 to ensure the comment will be read. The DCTA or NTMC Board of Directors is not permitted to take action on any subject raised by a speaker during Public Comments. However, the DCTA or NTMC Board of Directors may have the item placed on a future agenda for action; refer the item to the DCTA Administration or NTMC Officers for further study or action; briefly state existing DCTA or NTMC policy; or provide a brief statement of factual information in response to the inquiry.

JOINT MEETING REGULAR AGENDA

1. Presentation of the FY2020 Preliminary Audit Report

(packet pages 8-47)

Discussion Item

Presenter: Marisa Perry, CFO/VP of Finance
Jennifer Ripka, Partner, Weaver and Tidwell, LLP
Background: Memo
Exhibit 1: Draft of FY2020 Comprehensive Annual Financial Report (CAFR)

2. DCTA Status Update on Bus Operations and Maintenance Partnership Exploration

(packet pages 48-49)

Discussion Item

Presenter: Nicole Recker, VP Mobility Services & Administration
Background: Memo

3. **Trinity Metro Status Update on Bus Operations and Maintenance Partnership Exploration**
([packet pages 50-53](#))
Discussion Item
Presenter: Bob Baulsir, Trinity Metro President/CEO
Background: Exhibit 1: Trinity Metro Resolution Approving Articles and Bylaws of MATS
4. **DCTA Service Plan Update & MaaS Proposal Presentation**
([packet pages 54-55](#))
Discussion Item
Presenter: Nicole Recker, VP Mobility Services & Administration
Rusty Comer, Manager of Bus Administration
Sarah Hultquist, Mobility Services Coordinator
Background: Memo
See background materials in the DCTA Board of Directors meeting packet; Regular Agenda Item 5 ([packet pages 169-348](#))
5. **Discuss Potential DCTA Bus Operations Impacts to NTMC and Provide Direction to NTMC Board**
([packet pages N/A](#))
Discussion Item
Presenter: Chris Watts, DCTA Board Chair
6. **NTMC 2021 Board Meeting Calendar & Future Agenda Items**
([packet page 56](#))
Discussion Item
Presenter: Dean Ueckert, NTMC Board Chair
Exhibit 1: Draft NTMC 2021 Board Meeting Calendar

JOINT MEETING INFORMATIONAL REPORTS

1. **DCTA Priority Actions Progress Report**
([packet pages 57-61](#))
Background: Memo
Exhibit 1: Priority Actions Flowchart
2. **NTMC GM Report**
([packet pages 62-64](#))
3. **NTMC Financial Statements for FY2021 Year to Date November 2020 and December 2020**
([packet pages 65-68](#))
Background: Exhibit 1a: NTMC Monthly Financial Statements for FY2021 Year to Date Nov 2020
Exhibit 1b: NTMC Monthly Financial Statements for FY2021 Year to Date Dec 2020
4. **NTMC CBA Negotiation Progress Report**
([packet pages 69-70](#))



ADJOURN NTMC BOARD OF DIRECTORS MEETING AND CONTINUATION OF DCTA BOARD OF DIRECTORS MEETING

CONSENT AGENDA

1. **Consider Approval of December 10, 2020 Meeting Minutes**
([packet pages 71-74](#))
Action Item
Backup Information: Exhibit 1: December 10, 2020 Meeting Minutes
2. **Consider Approval of Monthly Financial Statements for November & December 2020 and Quarterly Reports for Q1 FY21**
([packet pages 75-110](#))
Action Item
Backup Information: Memo 1
Exhibit 1(a): Monthly Financial Statements – November 2020
Exhibit 1(b): Capital Projects Budget Report – November 2020
Memo 2
Exhibit 2(a): Monthly Financial Statements – December 2020
Exhibit 2(b): Capital Projects Budget Report – December 2020
Memo 3
Exhibit 3: Quarterly Investment Report Q1 FY21
Memo 4: Quarterly Grants Report Q1 FY21
3. **Consider Approval of Assignment of Ground Lease to Eastsky Hebron Phase 3 and 4 Owner LLC.**
([packet pages 111-114](#))
Action Item
Backup Information: Memo
Exhibit 1: Assignment of Ground Lease to Eastsky Hebron Phase 3 and 4 Owner, LLC.
4. **Consider Approval of the Interlocal Agreement with City of Lewisville for Rail Crossing Modifications at Andes Metals**
([packet pages 115-122](#))
Action Item
Backup Information: Memo
Exhibit 1: Interlocal Agreement between DCTA and City of Lewisville

REGULAR AGENDA

1. **Discuss Board Communications, Meeting Process, and Materials**
([packet page 123](#))
Discussion Item
Presenter: Chris Watts, Board Chair
Kristina Holcomb, Deputy CEO
Backup Information: Memo

2. Presentation Regarding Quarterly Agency Updates

(packet pages 124-149)

Discussion Item

Backup Information: Memo

a. PTC Certification, Fiber Project Partnerships, NCTCOG Policy Bundle TDC Award

(packet pages 125-139)

Presenter: Kristina Holcomb, Deputy CEO

Backup Information: Exhibit 1: FRA PTC Certification Notification
Exhibit 2: US Senate Commerce, Science, and Transportation Committee
Congratulatory Letter
Exhibit 3: APTA Congratulatory Letter
Exhibit 4: NCTCOG Mobility Transportation Plan Policy Bundle Policy List
Exhibit 5: RTC Award of Transportation Development Credits

b. PTASP Certification and Marketing & Community Outreach Updates

(packet pages 140-146)

Presenter: Nicole Recker, VP Mobility Services & Administration

Backup Information: Exhibit 6: FTA PTASP Certification
Exhibit 7: Marketing & Community Outreach Updates

c. Rail Liability Insurance, Agency Finance Awards

(packet pages 147-149)

Presenter: Marisa Perry, CFO/VP of Finance

Backup Information: Exhibit 8: GFOA Awards for FY2020 Budget and FY2020 CAFR
Exhibit 9: AEP Award

3. Consider Approval of Resolution R21-01 Approving FY21 Budget Revision 2021-02

(packet pages 150-158)

Action Item

Presenter: Marisa Perry, CFO/VP of Finance

Backup Information: Memo
Exhibit 1: Resolution R21-01 with the following Exhibits:
“A”: Budget Revision 2021-02
“B”: Change in Net Position (DCTA Only)
“B-1”: Change in Net Position (DCTA & NTMC Combined)
Exhibit 2: FY2021 TRiP Funding Allocation
Exhibit 3: Year-to-Date FY2021 Budget Revisions

4. Consider Approval of the Accenture Task Order #2 PMO Services

(packet pages 159-165)

Action Item

Presenter: Nicole Recker, VP of Mobility Services & Administration

Backup Information: Memo
Exhibit 1: Accenture PMO Scope of Work

5. Consider Approval and Award of Mobility as a Service Contract to River North Transit, LLC (VIA)
([packet page 166-348](#))

Action Item

Presenter: Nicole Recker, VP of Mobility Services & Administration

Rusty Comer, Manager of Bus Administration

Sarah Hultquist, Mobility Services Coordinator

Backup Information: Memo

Exhibit 1: MaaS Task Order #2 Scope of Work

Exhibit 2: River North Transit LLC (Via) Proposal #2 (in response to board feedback)

Exhibit 3: River North Transit LLC (Via) Proposal #1 (in response to RFP)

6. Consider Approval of City of Lewisville TRiP Project Pre-Award Authority Request and Authorize CEO to negotiate and enter into a Project Funding Agreement with the City of Lewisville
([packet pages 349-373](#))

Action Item

Presenter: Kristina Holcomb, Deputy CEO

Backup Information: Memo

Exhibit 1: TRiP Project Review Memo City of Lewisville Valley Ridge Off-Street Trail

Exhibit 2: City of Lewisville's TRiP Application and Supporting Materials

Exhibit 3: Adopted TRiP Policy R20-22

7. Presentation and Introduction to Federal Transit Administration (FTA) Formula Funds
([packet pages 374-384](#))

Discussion Item

Presenter: Whitney Trayler, Grants Manager

Backup Information: Memo

Exhibit 1: Presentation – Introduction to FTA Formula Funds

8. Discuss Status of the DCTA/DART Regional Joint Rail Operations Facility Partnership
([packet page 385](#))

Discussion Item

Presenter: Kristina Holcomb, Deputy CEO

Backup Information: Memo

9. Receive an Update on the 87th Texas Legislative Session and Provide Direction to Staff Regarding Agency's Stated Legislative Agenda
([packet page 386](#))

Discussion Item

Presenter: Raymond Suarez, CEO

Rick Dennis, Hillco

Backup Information: Memo



10. Discuss Local, Regional Transportation and Legislative Issues

Information Item

Presenters: Chris Watts, Denton, Board Chair
Dianne Costa, Highland Village
Raymond Suarez, CEO

INFORMATIONAL REPORTS

1. Monthly Financial Reports

([packet pages 387-395](#))

Backup Information: Memo 1: Monthly Sales Tax Receipts
Exhibit 1: FY21 Monthly Sales Tax Report
Memo 2: Monthly Mobility-as-a-Service Update
Memo 3: Budget Information

2. Ridership Trend Report

([packet pages 396-403](#))

Backup Information: Memo
Exhibit 1: FY19, FY20, & FY21 Total Monthly Ridership – Rail
Exhibit 2: FY19, FY20, & FY21 Total Monthly Ridership – Bus
Exhibit 3: FY19, FY20, & FY21 Total Monthly Ridership – Access
Exhibit 4: FY19, FY20, & FY21 Total Monthly Ridership – On-Demand
Exhibit 5: A-train Ridership Pre- and During COVID-19 Comparison

3. FY21 TRiP Annual Call for Projects

([packet pages 404-419](#))

Backup Information: Memo
Exhibit 1: Approved Resolution 20-R22
Exhibit 2: Application Workbook
Exhibit 3: FY21 TRiP Annual Call for Projects
Exhibit 4: Proposed FY21 Member City Funding Allocations

FUTURE AGENDA ITEMS AND BOARD MEMBER REQUESTS

Staff will discuss proposed future agenda items. Board members may request an informational item or action item to be added to the next Board meeting agenda.

Backup Information: Exhibit 1: Board Agenda Outlook as of 01.04.2021 ([packet pages 420-421](#))
Exhibit 2: 2021 DCTA Board Meeting Calendar ([packet page 422](#))

REPORT ON ITEMS OF COMMUNITY INTEREST

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.



CONVENE EXECUTIVE SESSION

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

- A. As Authorized by Section 551.071(2) of the Texas Government Code, the Board of Directors 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 or the Regular Board Meeting Agenda.
- B. As Authorized by Section 551.074 of the Texas Government Code, the Board of Directors may convene into Closed Executive Session for the purpose of discussing the duties and evaluation of the CEO.

RECONVENE OPEN SESSION

Reconvene and Take Necessary Action on Items Discussed during Executive Session.

ADJOURN

Board Members:

Chris Watts, Denton, *Chair*
Cesar Molina, Denton County Seat 1, *Vice Chair*
Sam Burke, Denton County Seat 2, *Secretary*
Dianne Costa, Highland Village
TJ Gilmore, Lewisville

Non-Voting Board Members:

Mark Miller, Connie White, Dennie Franklin, Tom Winterburn, Joe Perez

Staff Liaison:

Raymond Suarez, CEO

This notice was posted on 1/22/2021 at 2:01 PM.

Lindsey Baker, Government Affairs Director, Interim FOIA



Board of Directors Memo

January 28, 2021

SUBJECT: Presentation of the FY2020 Preliminary Audit Report

Background

Chapter 460 and DCTA bylaws require an annual audit of the affairs of the Authority prepared by an independent certified public accountant. Any deficiencies noted in the audit report shall be addressed at a regular meeting of the Authority and addressed on the record.

Previous Board Activity & Action

There has been no previous Board-level activity on this item.

Identified Need

As part of the audit engagement, DCTA's independent auditor, Weaver & Tidwell, L.L.P., has a responsibility to communicate with those charged with governance in the audit of financial statements. Those required communications will be included in Weaver's presentation as well as a draft of the FY2020 financial statements.

Financial Impact

This item is included for informational purposes only; there is no financial impact associated with this informational item.

Recommendation

This item is presented for informational purposes only. No action is required. The final FY2020 audit report and FY2020 financial statements and supplementary information will be presented for approval at the Board's February meeting.

Exhibits

Exhibit 1: Draft of FY2020 Comprehensive Annual Financial Report (CAFR)

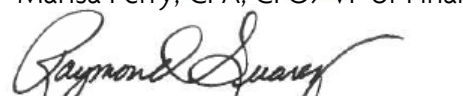
Submitted By:


Amber Karkauskas, Controller

Final Review:


Marisa Perry, CPA, CFO/VP of Finance

Approval:


Raymond Suarez, CEO

Denton County Transportation Authority

Comprehensive Annual Financial Report

For the Fiscal Years Ended September 30, 2020 and 2019

Prepared By:
DCTA Finance Department
Lewisville, Texas

Independent Auditor's Report

To the Board of Directors of the
Denton County Transportation Authority

Report on the Financial Statements

We have audited the accompanying financial statements of financial position of each major fund of Denton County Transportation Authority (the Authority) as of and for the years ended September 30, 2020 and 2019 and the related statements of revenues, expenses and changes in net position, and cash flows for the years then ended, and the related notes to the financial statements, which collectively comprise the Authority's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

The Board of Directors of the
Denton County Transportation Authority

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of each major fund of the Authority as of September 30, 2020 and 2019, and the respective changes in financial position and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis (on pages 4-11) and Texas County District & Retirement System pension schedules (on pages 42-43) be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming an opinion on the financial statements that collectively comprise the Authority's basic financial statements. The introductory section, the schedules of revenues and expenses – budget and actual, and statistical section are presented for purposes of additional analysis and are not a required part of the basic financial statements. The schedule of revenues and expenses - budget and actual is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. Such information has been subjected to the auditing procedures applied in the audit of the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we do not express an opinion or provide any assurance on them.

The Board of Directors of the
Denton County Transportation Authority

Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated February 25, 2021, on our consideration of the Authority's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Authority's internal control over financial reporting and compliance.

WEAVER AND TIDWELL, L.L.P.

Dallas, Texas
February 25, 2021

Basic Financial Statements

Denton County Transportation Authority
Statements of Net Position
September 30, 2020

	DCTA	NTMC	Total
ASSETS			
Current assets:			
Cash and cash equivalents	\$ 38,506,232	\$ 407,390	\$ 38,913,622
Restricted cash and cash equivalents	849,787	-	849,787
Investments	5,064,346	-	5,064,346
Receivables	10,064,071	863	10,064,934
Prepaid expenses	194,441	-	194,441
Inventories	29,805	-	29,805
Total current assets	54,708,682	408,253	55,116,935
Noncurrent assets:			
Land and construction in progress	37,408,478	-	37,408,478
Other capital assets, net of accumulated depreciation/amortization	276,611,283	-	276,611,283
Net pension asset	25,989	-	25,989
Total noncurrent assets	314,045,750	-	314,045,750
TOTAL ASSETS	368,754,432	408,253	369,162,685
DEFERRED OUTFLOWS OF RESOURCES			
Related to TCDRS pension	290,447	-	290,447
Total deferred outflows of resources	290,447	-	290,447
LIABILITIES			
Current liabilities:			
Accounts payable and accrued expenses	2,754,145	408,253	3,162,398
Retainage payable	621,036	-	621,036
Unearned revenue	56,458	-	56,458
Easement obligation- current portion	100,000	-	100,000
Bonds payable-current portion	1,955,000	-	1,955,000
Total current liabilities	5,486,639	408,253	5,894,892
Noncurrent liabilities:			
Easement obligation	800,000	-	800,000
Bonds payable	21,405,000	-	21,405,000
Total noncurrent liabilities	22,205,000	-	22,205,000
Total liabilities	27,691,639	408,253	28,099,892
DEFERRED INFLOWS OF RESOURCES			
Related to TCDRS pension	70,096	-	70,096
Total deferred inflows of resources	70,096	-	70,096
NET POSITION			
Net investment in capital assets	289,978,581	-	289,978,581
Unrestricted	51,304,563	-	51,304,563
TOTAL NET POSITION	\$ 341,283,144	\$ -	\$ 341,283,144

The Notes to Basic Financial Statements are an integral part of these statements.

Denton County Transportation Authority
Statements of Net Position
September 30, 2019

	DCTA	NTMC	Total
ASSETS			
Current assets:			
Cash and cash equivalents	\$ 23,923,017	\$ 363,449	\$ 24,286,466
Restricted cash and cash equivalents	991,248	-	991,248
Investments	5,010,601	-	5,010,601
Receivables	7,628,122	-	7,628,122
Prepaid expenses	269,399	-	269,399
Inventories	48,279	-	48,279
Total current assets	37,870,666	363,449	38,234,115
Noncurrent assets:			
Land and construction in progress	37,930,796	-	37,930,796
Other capital assets, net of accumulated depreciation/amortization	281,623,522	-	281,623,522
Total noncurrent assets	319,554,318	-	319,554,318
TOTAL ASSETS	357,424,984	363,449	357,788,433
DEFERRED OUTFLOWS OF RESOURCES			
Related to TCDRS pension	369,652	-	369,652
Total deferred outflows of resources	369,652	-	369,652
LIABILITIES			
Current liabilities:			
Accounts payable and accrued expenses	2,906,785	363,449	3,270,234
Retainage payable	605,405	-	605,405
Unearned revenue	94,683	-	94,683
Easement obligation- current portion	100,000	-	100,000
Bonds payable-current portion	1,870,000	-	1,870,000
Total current liabilities	5,576,873	363,449	5,940,322
Noncurrent liabilities:			
Easement obligation	900,000	-	900,000
Net pension liability	109,285	-	109,285
Bonds payable	23,360,000	-	23,360,000
Total noncurrent liabilities	24,369,285	-	24,369,285
Total liabilities	29,946,158	363,449	30,309,607
DEFERRED INFLOWS OF RESOURCES			
Related to TCDRS pension	47,683	-	47,683
Total deferred inflows of resources	47,683	-	47,683
NET POSITION			
Net investment in capital assets	293,688,041	-	293,688,041
Unrestricted	34,112,754	-	34,112,754
TOTAL NET POSITION	\$ 327,800,795	\$ -	\$ 327,800,795

The Notes to Basic Financial Statements are an integral part of these statements.

Denton County Transportation Authority

Statements of Revenues, Expenses and Changes in Net Position

Year Ended September 30, 2020

	DCTA	NTMC	Total
OPERATING REVENUES			
Passenger revenue	\$ 833,637	\$ -	\$ 833,637
Contract services	3,378,826	-	3,378,826
Other	427,460	-	427,460
Total operating revenues	4,639,923	-	4,639,923
OPERATING EXPENSES			
Salaries, wages and benefits	4,398,509	7,211,425	11,609,934
Outsourced services and charges	4,683,164	201,117	4,884,281
Materials and supplies	1,922,266	-	1,922,266
Purchased transportation services	10,091,453	-	10,091,453
Utilities	431,838	-	431,838
Insurance	1,656,122	127,872	1,783,994
Leases & rentals	226,632	-	226,632
Employee development	170,770	15,013	185,783
	23,580,754	7,555,427	31,136,181
Depreciation and amortization	9,558,814	-	9,558,814
Total operating expenses	33,139,568	7,555,427	40,694,995
NET OPERATING LOSS	(28,499,645)	(7,555,427)	(36,055,072)
NON-OPERATING REVENUES (EXPENSES)			
Sales tax revenue	29,817,365	-	29,817,365
Transit system operating assistance grants	16,843,203	-	16,843,203
Investment income	320,793	-	320,793
Interest expense	(909,134)	-	(909,134)
Gain (loss) on disposal of assets	(7,482)	-	(7,482)
Total non-operating revenue (expenses)	46,064,745	-	46,064,745
INCOME (LOSS) BEFORE CAPITAL GRANTS/TRANSFERS	17,565,100	(7,555,427)	10,009,673
GRANTS FOR CAPITAL IMPROVEMENTS	3,472,676	-	3,472,676
TRANSFERS			
Transfers in	-	7,555,427	7,555,427
Transfers out	(7,555,427)	-	(7,555,427)
Change in net position	13,482,349	-	13,482,349
NET POSITION, beginning of year	327,800,795	-	327,800,795
NET POSITION, end of year	\$ 341,283,144	\$ -	\$ 341,283,144

The Notes to Basic Financial Statements are an integral part of these statements.

Denton County Transportation Authority

Statements of Revenues, Expenses and Changes in Net Position

Year Ended September 30, 2019

	DCTA	NTMC	Total
OPERATING REVENUES			
Passenger revenue	\$ 1,357,691	\$ -	\$ 1,357,691
Contract services	4,201,278	-	4,201,278
Other	210,198	-	210,198
Total operating revenues	5,769,167	-	5,769,167
OPERATING EXPENSES			
Salaries, wages and benefits	9,681,725	2,685,968	12,367,693
Outsourced services and charges	6,173,872	28,449	6,202,321
Materials and supplies	2,445,770	-	2,445,770
Purchased transportation services	9,755,585	-	9,755,585
Utilities	445,809	-	445,809
Insurance	1,655,084	42,105	1,697,189
Leases & rentals	221,903	-	221,903
Employee development	278,188	3,780	281,968
	30,657,936	2,760,302	33,418,238
Depreciation and amortization	9,813,483	-	9,813,483
Total operating expenses	40,471,419	2,760,302	43,231,721
NET OPERATING LOSS	(34,702,252)	(2,760,302)	(37,462,554)
NON-OPERATING REVENUES (EXPENSES)			
Sales tax revenue	28,735,383	-	28,735,383
Transit system operating assistance grants	6,664,660	-	6,664,660
Investment income	597,793	-	597,793
Interest expense	(972,668)	-	(972,668)
Gain (loss) on disposal of assets	18,301	-	18,301
Total non-operating revenue (expenses)	35,043,469	-	35,043,469
INCOME (LOSS) BEFORE CAPITAL GRANTS	341,217	(2,760,302)	(2,419,085)
GRANTS FOR CAPITAL IMPROVEMENTS	4,187,777	-	4,187,777
TRANSFERS			
Transfers in	-	2,760,302	2,760,302
Transfers out	(2,760,302)	-	(2,760,302)
Change in net position	1,768,692	-	1,768,692
NET POSITION, beginning of year, as restated	326,032,103	-	326,032,103
NET POSITION, end of year	\$ 327,800,795	\$ -	\$ 327,800,795

The Notes to Basic Financial Statements are an integral part of these statements.

Denton County Transportation Authority
Statements of Cash Flows
Year Ended September 30, 2020

	DCTA	NTMC	Total
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers and users	\$ 5,345,808	\$ (863)	\$ 5,344,945
Payments to suppliers	(19,316,800)	(310,383)	(19,627,183)
Payments to employees	(4,356,818)	(7,200,240)	(11,557,058)
Net cash used by operating activities	(18,327,810)	(7,511,486)	(25,839,296)
CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES			
Sales tax received	29,259,386	-	29,259,386
Operating grant reimbursements	14,212,860	-	14,212,860
Transfers in	-	7,555,427	7,555,427
Transfers out	(7,555,427)	-	(7,555,427)
Net cash provided by non-capital financing activities	35,916,819	7,555,427	43,472,246
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES			
Contributions and grants for capital improvements	3,480,939	-	3,480,939
Principal paid on bonds	(1,870,000)	-	(1,870,000)
Acquisition and construction of capital assets	(4,184,232)	-	(4,184,232)
Proceeds from sale of capital improvements	68,124	-	68,124
Interest paid on bonds	(909,134)	-	(909,134)
Net cash used by capital and related financing activities	(3,414,303)	-	(3,414,303)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of investment securities	(5,053,745)	-	(5,053,745)
Interest received on investments	320,793	-	320,793
Proceeds from sale of investments	5,000,000	-	5,000,000
Net cash used by investing activities	267,048	-	267,048
Net increase in cash and cash equivalents	14,441,754	43,941	14,485,695
CASH AND CASH EQUIVALENTS, beginning of year	24,914,265	363,449	25,277,714
CASH AND CASH EQUIVALENTS, end of year	\$ 39,356,019	\$ 407,390	\$ 39,763,409

The Notes to Basic Financial Statements are an integral part of these statements.

Denton County Transportation Authority
Statements of Cash Flows – Continued
Year Ended September 30, 2020

	<u>DCTA</u>	<u>NTMC</u>	<u>Total</u>
RECONCILIATION OF OPERATING LOSS TO NET			
CASH USED BY OPERATING ACTIVITIES			
Operating loss	\$ (28,499,645)	\$ (7,555,427)	\$ (36,055,072)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation and amortization expense	9,558,814	-	9,558,814
Change in operating assets and liabilities:			
Operating accounts receivable	744,110	(863)	743,247
Prepaid expenses	74,958	-	74,958
Fuel inventory	18,474	-	18,474
Deferred outflows of resources related to TCDRS pension	79,205	-	79,205
Operating accounts payable	(227,987)	33,619	(194,368)
Accrued payroll and payroll related items	75,347	11,185	86,532
Unearned revenue	(38,225)	-	(38,225)
Deferred inflows of resources related to TCDRS pension	22,413	-	22,413
Net pension liability (asset)	(135,274)	-	(135,274)
Net cash used by operating activities	<u>\$ (18,327,810)</u>	<u>\$ (7,511,486)</u>	<u>\$ (25,839,296)</u>
RECONCILIATION OF CASH AND CASH			
EQUIVALENTS TO STATEMENTS OF NET ASSETS			
Cash and cash equivalents	\$ 38,506,232	\$ 407,390	\$ 38,913,622
Restricted cash	849,787	-	849,787
	<u>\$ 39,356,019</u>	<u>\$ 407,390</u>	<u>\$ 39,763,409</u>

The Notes to Basic Financial Statements are an integral part of these statements.

Denton County Transportation Authority
Statements of Cash Flows
Year Ended September 30, 2019

	DCTA	NTMC	Total
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers and users	\$ 5,075,250	\$ -	\$ 5,075,250
Payments to suppliers	(19,383,743)	(69,686)	(19,453,429)
Payments to employees	(10,027,697)	(2,327,167)	(12,354,864)
Net cash used by operating activities	(24,336,190)	(2,396,853)	(26,733,043)
CASH FLOWS FROM NON-CAPITAL FINANCING ACTIVITIES			
Sales tax received	28,685,878	-	28,685,878
Operating grant reimbursements	7,236,213	-	7,236,213
Transfers in	-	2,760,302	2,760,302
Transfers out	(2,760,302)	-	(2,760,302)
Net cash provided by non-capital financing activities	33,161,789	2,760,302	35,922,091
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES			
Contributions and grants for capital improvements	3,375,829	-	3,375,829
Principal paid on bonds	(1,790,000)	-	(1,790,000)
Acquisition and construction of capital assets	(6,013,949)	-	(6,013,949)
Proceeds from sale of capital improvements	18,301	-	18,301
Interest paid on bonds	(972,668)	-	(972,668)
Net cash used by capital and related financing activities	(5,382,487)	-	(5,382,487)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of investment securities	(5,549,476)	-	(5,549,476)
Interest received on investments	597,793	-	597,793
Proceeds from sale of investments	4,500,000	-	4,500,000
Net cash used by investing activities	(451,683)	-	(451,683)
Net increase in cash and cash equivalents	2,991,429	363,449	3,354,878
CASH AND CASH EQUIVALENTS, beginning of year	21,922,836	-	21,922,836
CASH AND CASH EQUIVALENTS, end of year	\$ 24,914,265	\$ 363,449	\$ 25,277,714

The Notes to Basic Financial Statements are an integral part of these statements.

Denton County Transportation Authority
Statements of Cash Flows – Continued
Year Ended September 30, 2019

	<u>DCTA</u>	<u>NTMC</u>	<u>Total</u>
RECONCILIATION OF OPERATING LOSS TO NET			
CASH USED BY OPERATING ACTIVITIES			
Operating loss	\$ (34,702,252)	\$ (2,760,302)	\$ (37,462,554)
Adjustments to reconcile operating loss to net cash used by operating activities:			
Depreciation and amortization expense	9,813,483	-	9,813,483
Change in operating assets and liabilities:			
Operating accounts receivable	(730,400)	-	(730,400)
Prepaid expenses	(166,441)	-	(166,441)
Fuel inventory	(11,852)	-	(11,852)
Deferred outflows of resources related to TCDRS pension	(104,753)	-	(104,753)
Operating accounts payable	1,770,761	4,648	1,775,409
Accrued payroll and payroll related items	(326,167)	358,801	32,634
Unearned revenue	36,483	-	36,483
Deferred inflows of resources related to TCDRS pension	(23,097)	-	(23,097)
Net pension liability	108,045	-	108,045
Net cash used by operating activities	<u>\$ (24,336,190)</u>	<u>\$ (2,396,853)</u>	<u>\$ (26,733,043)</u>
RECONCILIATION OF CASH AND CASH			
EQUIVALENTS TO STATEMENTS OF NET ASSETS			
Cash and cash equivalents	\$ 23,923,017	\$ 363,449	\$ 24,286,466
Restricted cash	991,248	-	991,248
	<u>\$ 24,914,265</u>	<u>\$ 363,449</u>	<u>\$ 25,277,714</u>

The Notes to Basic Financial Statements are an integral part of these statements.

Denton County Transportation Authority

Notes to Financial Statements

Note 1. Organization and Summary of Significant Accounting Policies

The accounting policies of Denton County Transportation Authority (the Authority), as reflected in the accompanying financial statements for the fiscal year ended September 30, 2020, conform to accounting principles generally accepted in the United States of America (GAAP) for local governmental units, as prescribed by the Governmental Accounting Standards Board, and include applicable standards of the Financial Accounting Standards Board.

Financial Reporting Entity

The financial statements of the Authority include all governmental activities, organizations, and functions as required by accounting principles generally accepted in the United States of America.

The Authority is a coordinated county transportation authority of the State of Texas, created pursuant to Chapter 460 of the Texas Transportation Code. This legislation requires that a Service Plan, an outline of the services that could be provided by an authority confirmed by the voters, be developed by the transit authority. A Service Plan was developed and the Authority was confirmed by a public referendum held November 5, 2002. A second election was held in eight municipalities on September 13, 2003 for consideration and approval of a one-half percent sales and use tax. The sales and use tax and associated Service Plan passed in three cities: Denton, Highland Village, and Lewisville. Collection of the sales tax began on January 1, 2004.

The Board of Directors, which governs the Authority, consists of voting and non-voting members. As of September 30, 2020, the Board was composed of:

1. One voting member appointed by the governing body of each of the following cities; Denton, Highland Village, and Lewisville;
2. Two voting members appointed by the Denton County Commissioner's Court;
3. Seven non-voting members to be designated by the remaining Denton County cities.

The following blended component unit is included in the accompanying financial statements. Blended component units, although legally separate entities, are in substance, part of the Authority's operations.

North Texas Mobility Corporation (NTMC) was incorporated on April 1, 2019, and is governed by a five-member board appointed by the Authority's Board of Directors. Although it is a legally separate entity, NTMC is reported as if it were part of the Authority because its sole purpose is to manage and operate transit services for the Authority. Separate financial statements are not available.

Fund Accounting

The fund financial statements provide reports on the financial condition and results of operations for the two funds of the Authority. The Authority considers both funds major and reports their financial condition and results of operations in a separate column.

The Authority reports the following major proprietary funds:

- DCTA is the primary operating fund of the Authority. This fund is used to account for all financial resources of the government, except those required to be accounted for in NTMC. All tax revenues and other receipts are accounted for in this fund. General operating expenditures, fixed charges and capital improvement costs not paid through NTMC are paid from DCTA.
- NTMC is a blended component unit. This fund is used to account for all employee-related operations associated with bus services.

Denton County Transportation Authority

Notes to Financial Statements

Basis of Accounting

The activities of the Authority are similar to those of proprietary funds of local jurisdictions and are therefore reported as an enterprise fund. The activities are accounted for on a flow of economic resources measurement focus and 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. Enterprise funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and delivering goods in connection with a proprietary fund's principal ongoing operations. The Authority's principal operating revenues are derived from charges to customers for sales and services. Operating expenses include the cost of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

All dollar amounts, unless otherwise noted, are in whole dollars. References to years 2020 and 2019 are for the fiscal years ended September 30, 2020 and 2019.

When both restricted and unrestricted resources are available and permissible for use, it is the Authority's policy to use restricted resources first. The unrestricted resources are used as they are needed.

Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand, demand deposits, and short-term investments with maturities of three months or less when purchased. Cash and cash equivalents are valued at cost which is substantially equal to the fair value.

Receivables

Receivables consist primarily of amounts due to the Authority from sales tax collections, federal grants, and customer billings. Management does not believe any credit risk exists related to these receivables. Management evaluates the receivables to determine if an allowance for doubtful accounts should be established and considers the collection history, the aging of the accounts, and other specific information known to management that may affect collectability. Based upon this assessment, management has determined that an allowance is not necessary.

Prepaid Expenses

Prepaid expenses consist primarily of insurance payments, which are amortized over the policy period, and prepaid rents.

Inventory

The Authority purchases and maintains its own fuel inventory, which is valued by volume on a monthly basis using a first-in, first-out inventory costing method.

Restricted Assets

Restricted assets consist of unspent proceeds from capital grants and bonds and are held as cash and cash equivalents.

Denton County Transportation Authority

Notes to Financial Statements

Investments

The investment policies of the Authority are governed by the Public Funds Investment Act, Chapter 2256 of the Texas Government Code. The Authority's funds are managed and invested based on safety, liquidity, diversification, and yield. Investments are stated at fair value. Realized and unrealized gains and losses are reflected in the statement of revenues, expenses, and changes in net position.

Capital Assets

All capital assets are stated at historical cost. Capital assets are defined as assets which:

1. Have a useful life of more than one year and a unit cost greater than \$5,000;
2. Have a unit cost of \$5,000 or less, but are part of a network or combined unit of property; or
3. Facilities or equipment with a useful life of at least one year, which are eligible for capital assistance, and paid for with grant funding.

Maintenance and repair expenditures which substantially improve or extend the useful life of property are capitalized. The cost of routine maintenance and repairs is expensed as incurred. Interest incurred as a result of construction in progress and contracts with durations over one year is capitalized.

The provision for depreciation of transportation property and equipment is calculated under the straight-line method using the respective estimated useful lives of major asset classifications, as follows:

Rail system	20-50 years
Land improvements	25 years
Transportation vehicles:	
Bus	5-12 years
Paratransit	4-5 years
Rail	50 years
Transportation equipment	3-7 years
Office equipment	3 years

Except for sales of assets in which the unit fair value is less than \$5,000, proceeds from the sale of property, facilities, and equipment purchased with funds provided by federal grants for capital expenditures are remitted to the Federal Transit Administration (FTA) on the same percentage basis that such funds were provided by grant contracts with the FTA.

The transit system operated by the Authority includes certain facilities owned by others. The Authority has contractual rights to operate these facilities under the terms of the authorizing legislation and other agreements.

Intangible assets are stated at historical cost net of accumulated amortization. The intangible asset consists of a rail operating easement for the purpose of constructing, installing, maintaining, and operating a modern rail passenger system.

Current Liabilities

The Authority has not formally restricted cash funds to pay current operating liabilities, but has adequate cash and investments to satisfy these obligations. Construction contracts payable will be satisfied with unrestricted cash.

Denton County Transportation Authority

Notes to Financial Statements

Compensated Absences

Employees receive compensation for vacations, holidays, illness, personal days, and certain other qualifying absences. The number of days compensated for the various categories of absence is based on length of service. Sick days and vacation days that have been earned, but not paid, have been accrued in the accompanying financial statements. Compensation for holidays and other qualifying absences are not accrued in the accompanying financial statements as rights to such compensation do not accumulate or vest.

Unearned Revenue

The University of North Texas (UNT) and North Central Texas College (NCTC) have contracted with the Authority during fiscal years 2020 and 2019 to provide transportation for faculty, staff, and students through the Connect service. The universities have paid for this service in advance and, in addition, the Authority sells semester and annual passes. The Authority recognizes the revenue through straight-line amortization over the respective period. At September 30, 2020 and 2019, the Authority has received \$56,458 and \$94,683 in advance payments respectively.

Net Position

Net Position is displayed in two components as follows:

Net Investment in Capital Assets – This consists of capital assets, net of accumulated depreciation and related debt.

Unrestricted – This consists of net position that does not meet the definition of "restricted" or "net investment in capital assets."

Operating Revenues

Passenger revenue consists of farebox collections, the sale of passes, and amortization of unearned revenue. Farebox revenue is recorded at the time service is performed. Revenue from the sale of passes is recorded at the time of the sale. Unearned revenue from advance payments on contracts is amortized straight-line over the respective period.

Contract service revenue is related to providing transit services to third parties on a contractual basis. Contract service revenue is recorded in the period earned. The Authority provides contract services for UNT, NCTC, the City of Frisco, the McKinney Urban Transit District, the City of Coppell, and partners with Trinity Metro on the North Texas Xpress. The contract with NCTC expired July 31, 2020.

Classification of Revenues and Expenses

The Authority classifies its revenues as either operating or non-operating. Operating revenues include activities from the sale of transit services. Non-operating revenue is revenue not associated with the operations of the Authority transit service and includes grant income, investment income, and income from sales and use tax collections.

Operating expenses will be incurred for activities related to providing public transportation services. Such activities include transportation, maintenance, depreciation on capital assets, and general and administrative functions. Non-operating expenses include bad debt expense and interest expense.

Denton County Transportation Authority

Notes to Financial Statements

Pensions

For purposes of measuring the net pension liability, pension related deferred outflows and inflows of resources, and pension expense, Authority specific information about its Fiduciary Net Position in the Texas County and District Retirement System (TCDRS) and additions to/deductions from the Authority's Fiduciary Net Position have been determined on the same basis as they are reported by TCERS. For this purpose, plan contributions are recognized in the period that compensation is reported for the employee, which is when contributions are legally due. Benefit payments and refunds are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value. Information regarding the Authority's Total Pension Liability is obtained from TCERS through a report prepared for the Authority by TCERS consulting actuary, Milliman, in compliance with Governmental Accounting Standards Board (GASB) Statement No. 68, Accounting and Financial Reporting for Pensions.

Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities as of the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results may differ from those estimates.

Financial Instruments and Credit Risk

In accordance with the Texas Public Funds Investment Act and the Authority's investment policy, the Authority invests in obligations of the United States or its agencies and instrumentalities. These financial instruments subject the Authority to limited credit risk.

Credit risk with respect to trade and other receivables is limited as they are primarily due from the State of Texas for sales tax collections and other city and state governmental units in the State of Texas.

Note 2. Budgetary Data

Section 460 of the Texas Transportation Code requires the Authority to create an annual budget. The Authority maintains control over operating expenditures by the establishment of the annual operating budget. Budgets are prepared on the accrual basis for DCTA and NTMC consistent with accounting principles generally accepted in the United States of America. Annual proposed operating and capital budgets are prepared by management, presented to Denton County residents at public meetings, and reviewed by the Board of Directors prior to adoption of the final budget in September. The operating and capital budgets follow the same preparation and review cycle.

Operating budget appropriations terminate at the end of the fiscal year. Capital budget amounts are not included in the accompanying financial statements. Capital budget amounts are budgeted over the life of the respective project, not on an annual basis.

Denton County Transportation Authority**Notes to Financial Statements**

During the course of the annual budget cycle, it may be necessary to modify the budget by a process of amendment or transfer. For example, modifications may be required because of changes in the purpose, description, terms and conditions, or changes in the cost of an approved service or item. All budget amendments require approval by the Board of Directors. Budget transfers may be authorized by the Authority President/CEO and reported to the Board. The Board of Directors monitors, reviews, and accepts the monthly and year to date unaudited financial statements with budget comparisons and explanations of material variances.

Note 3. Service Agreements

From October 1, 2014 to June 2, 2019, the Authority maintained a management contract with First Transit, Inc. as an independent contractor to manage the operation of the Authority's bus operations and maintenance in the Denton County urban area. Under the direction of the Authority's staff and guidance of its policy, First Transit, Inc. provided a qualified and experienced General Manager and Assistant General Manager and home office support personnel to perform all services and functions necessary to ensure effective and efficient management and administration of the transit system including new and expanded services. The management contract was terminated on June 2, 2019.

On October 1, 2016, DCTA entered into a contract with First Transit Inc. for rail operations and maintenance. This contract includes management fees, maintenance of way, vehicle maintenance, train hours and car miles. The contract is accounted for under Purchased Transportation. Additionally, DCTA and DART entered into an interlocal operating agreement for ticket vending machine services and train platform maintenance.

Note 4. Cash, Cash Equivalents, and Investments**Cash and Cash Equivalents**

The Authority's cash and cash equivalents are deposited in various accounts as allowed by the Texas Public Funds Investment Act and the Authority's investment policy. The custodial credit risk for deposits is the risk that in the event of a bank failure, the Authority deposits may not be recovered. Balances for these accounts are insured by the Federal Depository Insurance Corporation, and the deposits in excess of the insured amount are collateralized by pledged book entry securities held in a securities account at a Federal Reserve Bank in the Authority's name by a third party or were invested in U.S. Government Securities as allowed by the Texas Public Funds Investment Act.

The Board adopted a policy to designate three months' operating expenses as a reserve to address unanticipated emergencies, a sales tax stabilization fund, fuel stabilization, and a capital/infrastructure reserve. These reserves may be allocated by the approval of the Board. At September 30, 2020 and 2019, the reserves are as follows:

	2020	2019
Operating reserve	\$ 8,069,817	\$ 8,487,437
Sales tax stabilization	804,161	853,505
Fuel stabilization	450,000	450,000
Capital/infrastructure	4,000,000	4,000,000

Denton County Transportation Authority

Notes to Financial Statements

At year-end, cash, cash equivalents and investments consist of the following:

	September 30, 2020	September 30, 2019
Cash and cash equivalents		
Demand deposits	\$ 73,632	\$ 47,703
Sweep repurchase agreements	244,916	69,571
Money market account	839,856	969,128
TexSTAR	38,605,005	24,191,312
	<u>39,763,409</u>	<u>25,277,714</u>
Investments		
U.S. Treasury Notes	1,012,070	-
FHLB	4,052,276	2,510,221
FHLMC	-	2,500,380
	<u>\$ 44,827,755</u>	<u>\$ 30,288,315</u>
Reconciliation		
Cash and cash equivalents	\$ 38,913,622	\$ 24,286,466
Restricted cash and cash equivalents	849,787	991,248
Investments	5,064,346	5,010,601
	<u>\$ 44,827,755</u>	<u>\$ 30,288,315</u>

Investments

Interest rate risk is the risk that changes in interest rates of debt investments will adversely affect the fair value of an investment. The Authority's investment policy limits investment maturities to two years as a means of managing its exposure to fair value losses arising from increasing interest rates. In addition, the policy limits weighted average maturity of the overall portfolio to eighteen months.

Credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization. The Authority does not contain in its investment policy a formal policy regarding credit risk.

As authorized by the Authority's investment policy and in accordance with the Texas Public Funds Investment Act, cash equivalents and investments were invested in U.S. Government Agency Securities, U.S. Treasury Notes and TexSTAR. TexSTAR is administered by HilltopSecurities and J.P. Investment Management, Inc. TexSTAR is a local government investment pool created under the Interlocal Cooperation Act specifically tailored to meet Texas state and local government investment objectives of preservation of principal, daily liquidity, and competitive yield. The fund is rated AAAM by Standard and Poor's and maintains a weighted average maturity of 60 days or less, with a maximum maturity of 13 months for any individual security. The fund seeks to maintain a constant dollar objective and fulfills all of the requirements of the Texas Public Funds Investment Act for local government investment pools.

Denton County Transportation Authority

Notes to Financial Statements

The Authority categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles. GASB Statement No. 72, *Fair Value Measurement and Application*, provides a framework for measuring fair value which establishes a three-level fair value hierarchy that describes the inputs that are used to measure assets and liabilities.

- Level 1 inputs are quoted prices (unadjusted for identical assets or liabilities in active markets that a government can access at the measurement date)
- Level 2 inputs are inputs, other than quoted prices included within Level 1 that are observable for an asset or liability, either directly or indirectly
- Level 3 inputs are unobservable inputs for an asset or liability

The fair value hierarchy gives the highest priority to Level 1 inputs and the lowest priority to Level 3 inputs. If a price for an identical asset or liability is not observable, a government should measure fair value using another valuation technique that maximizes the use of relevant observable inputs and minimizes the use of unobservable inputs. If the fair value of an asset or liability is measured using inputs from more than one level of the fair value hierarchy, the measurement is considered to be based on the lowest priority level input that is significant to the entire measurement.

The Authority has recurring fair value measurements as presented in the table below. The Authority's investment balances and weighted average maturity of such investments are as follows:

	September 30, 2020	Quoted Prices of Investments in Active Markets Level 1	Quoted Prices of Similar Investments in Active Markets/Quoted Prices of Identical Investments in Unactive Markets Level 2	Unobservable Inputs Level 3	Weighted Average Maturity Days	Standard & Poor's Credit Rating
Cash and Cash Equivalents:						
Bank Deposits	\$ 1,158,404	\$ -	\$ -	\$ -	N/A	N/A
Investments not subject to Fair Value						
Investment Pools:						
TexStar	38,605,005	-	-	-	1 day	AAAm
Investments by Fair Value Level:						
U.S. Government Agency Securities:						
FHLB	4,052,276	-	4,052,276	-	254 days	AA+
U.S. Treasury Notes	1,012,070	-	1,012,070	-	197 days	AAA
Total	\$ 44,827,755	\$ -	\$ 5,064,346	\$ -		

	September 30, 2019	Quoted Prices of Investments in Active Markets Level 1	Quoted Prices of Similar Investments in Active Markets/Quoted Prices of Identical Investments in Unactive Markets Level 2	Unobservable Inputs Level 3	Weighted Average Maturity Days	Standard & Poor's Credit Rating
Cash and Cash Equivalents:						
Bank Deposits	\$ 1,086,402	\$ -	\$ -	\$ -	N/A	N/A
Investments not subject to Fair Value						
Investment Pools:						
TexStar	24,191,312	-	-	-	1 day	AAAm
Investments by Fair Value Level:						
U.S. Government Agency Securities:						
FHLB	2,510,221	-	2,510,221	-	344 days	AA+
FHLMC	2,500,380	-	2,500,380	-	263 days	AA+
Total	\$ 30,288,315	\$ -	\$ 5,010,601	\$ -		

Denton County Transportation Authority

Notes to Financial Statements

Investment Pools are measured at amortized cost or net asset value and are exempt from fair value reporting. The Authority has no unfunded commitments related to the investment pools.

TexSTAR is duly chartered by the State of Texas Interlocal Cooperation Act, is administered by Hilltop Securities, Inc. and J.P. Morgan Investment Management, Inc. (JPMIM), and managed by JPMIM, who provides custody and investment management. The primary objectives of TexSTAR are, in order of priority, preservation and protection of principal, maintenance of sufficient liquidity to meet Participants' needs, and yield. The portfolio will maintain a dollar-weighted average maturity that does not exceed 60 days and seeks to maintain a net asset value of \$1.00 per share. TexSTAR may invest in securities including: obligations of the United States or its agencies and instrumentalities, including the Federal Home Loan Banks; other obligations which are unconditionally guaranteed or insured by the U.S.; fully collateralized repurchase agreements with a defined termination date and unconditionally guaranteed or insured by the U.S. or its agencies and instrumentalities; and SEC-registered no-load money-market fund which meet the requirements of the Public Funds Investment Act. The investment pool has a redemption notice period of one day and no maximum transaction amounts. The investment pools' authorities may only impose restrictions on redemptions in the event of a general suspension of trading on major securities market, general banking moratorium or national or state emergency that affects the pools' liquidity.

As of September 30, 2020, the Authority utilized the recurring fair value measurements for U.S. Government Agency Securities of \$4,052,276 and U.S. Treasury Notes of \$1,012,070, and U.S. Government Agency Securities of \$5,010,601, as of September 30, 2019, valued using quoted prices for similar assets in active markets (Level 2).

Note 5. Receivables

Receivables at September 30, 2020 and 2019 consisted of the following:

	2020	2019
Operating:		
Ticket, token and other receivables	\$ 755,056	\$ 1,498,303
Sales tax	5,422,458	4,864,479
Grants receivable	3,887,420	1,265,340
Total	\$ 10,064,934	\$ 7,628,122

Denton County Transportation Authority

Notes to Financial Statements

Note 6. Capital Assets

Changes in capital assets for the fiscal years ended September 30, 2020 and 2019 are:

	Balance, September 30, 2019	Increases	Decreases	Transfers	Balance, September 30, 2020
Capital assets, not being depreciated:					
Land	\$ 17,394,147	\$ -	\$ -	\$ -	\$ 17,394,147
Construction in progress	20,536,649	4,064,163	-	(4,586,481)	20,014,331
Total capital assets not being depreciated	37,930,796	4,064,163	-	(4,586,481)	37,408,478
Capital assets, being depreciated/amortized:					
Rail system	283,178,861	-	-	-	283,178,861
Land improvements	9,017,865	-	-	3,148,918	12,166,783
Vehicles and operating equipment	12,698,163	-	(113,411)	-	12,584,752
Office furniture and equipment	5,567,482	35,700	(5,328)	1,437,563	7,035,417
Facilities	31,760,649	-	-	-	31,760,649
Easement	16,997,155	-	-	-	16,997,155
Total capital assets being depreciated/amortized	359,220,175	35,700	(118,739)	4,586,481	363,723,617
Less accumulated depreciation/amortization for:					
Rail system	49,779,910	6,330,776	-	-	56,110,686
Land improvements	2,327,927	460,377	-	-	2,788,304
Vehicles and operating equipment	8,513,300	714,535	(37,804)	-	9,190,031
Office furniture and equipment	4,148,347	497,779	(5,329)	-	4,640,797
Facilities	4,895,163	705,490	-	-	5,600,653
Easement	7,932,006	849,857	-	-	8,781,863
Total accumulated depreciation	77,596,653	9,558,814	(43,133)	-	87,112,334
Total capital assets, being depreciated, net	281,623,522	(9,523,114)	-	4,586,481	276,611,283
Total capital assets, net	\$ 319,554,318	\$ (5,458,951)	\$ -	\$ -	\$ 314,019,761
	Balance September 30, 2018	Increases	Decreases	Transfers	Balance September 30, 2019
Capital assets, not being depreciated:					
Land	\$ 17,394,147	\$ -	\$ -	\$ -	\$ 17,394,147
Construction in progress	18,251,850	5,856,784	-	(3,571,985)	20,536,649
Total capital assets not being depreciated	35,645,997	5,856,784	-	(3,571,985)	37,930,796
Capital assets, being depreciated/amortized					
Rail system	283,178,861	-	-	-	283,178,861
Land improvements	6,874,492	-	-	2,143,373	9,017,865
Vehicles and operating equipment	11,444,904	-	(107,675)	1,360,934	12,698,163
Office furniture and equipment	5,426,024	73,780	-	67,678	5,567,482
Facilities	31,760,649	-	-	-	31,760,649
Easement	16,997,155	-	-	-	16,997,155
Total capital assets being depreciated/amortized	355,682,085	73,780	(107,675)	3,571,985	359,220,175
Less accumulated depreciation/amortization for					
Rail system	43,449,134	6,330,776	-	-	49,779,910
Land improvements	1,965,624	362,303	-	-	2,327,927
Vehicles and operating equipment	7,779,318	841,657	(107,675)	-	8,513,300
Office furniture and equipment	3,424,947	723,400	-	-	4,148,347
Facilities	4,189,674	705,489	-	-	4,895,163
Easement	7,082,148	849,858	-	-	7,932,006
Total accumulated depreciation	67,890,845	9,813,483	(107,675)	-	77,596,653
Total capital assets, being depreciated, net	287,791,240	(9,739,703)	-	3,571,985	281,623,522
Total capital assets, net	\$ 323,437,237	\$ (3,882,919)	\$ -	\$ -	\$ 319,554,318

Denton County Transportation Authority

Notes to Financial Statements

Primary capital asset expenditures in 2020 and 2019 relate to the construction of the A-train Rail Trail project, purchase of additional vehicles and improvements to the rail line, including implementation of Enhanced Automatic Train Control technology, which will move the agency towards compliance with Positive Train Control. See related commitment disclosure in Note 10.

In June 2010, the Authority acquired a rail operating easement for the purpose of constructing, installing, maintaining, and operating a modern passenger rail system for payments totaling \$16,950,000. As of September 30, 2020, \$16,050,000 had been paid to the Dallas Area Rapid Transit (DART). The remaining payments of \$900,000 will be paid in annual payments until the contract expires (See Note 10). The Authority's right under the contract will expire in June 2030, which is 20 years after the execution of the contract. Amortization of this asset is being recognized over the 20 year useful life on a straight-line basis and was \$847,500 for each of the years ended September 30, 2020 and 2019.

Note 7. Interfund Transfers

Interfund transfers are payments between funds that are designed to cover various operating and overhead expenses and to allocate charges for services performed by one fund on behalf of another fund. The transfers from DCTA to NTMC were \$7,555,427 and \$2,760,302 for the years ended September 30, 2020 and 2019, respectively.

Note 8. Pension, Retirement, and Deferred Compensation Plans

The Authority has a qualified deferred compensation defined contribution plan under the Internal Revenue Code Section 457 for full-time employees. AIG Valic is the administrator of the plan. Employees can make voluntary contributions in the plan through pretax payroll deductions up to the limits allowed by the Internal Revenue Code Section 457.

As of January 2012, the Authority became a member of Texas County and District Retirement System (TCDRS) and no longer contributes to the qualified deferred compensation defined contribution plan.

Plan Description: The Authority provides retirement, disability and death benefits for all of its fulltime employees through a nontraditional defined benefit pension plan in the TCDRS. The Board of Directors is responsible for the administration of the statewide agent multi-employer public employee defined benefit pension retirement system consisting of nearly 800 public employee defined benefit pension plans. TCDRS in the aggregate issues a comprehensive annual financial report (CAFR) on a calendar year basis. The CAFR is available upon written request from the board of trustees at P. O. Box 2034, Austin, Texas 78768-2034 or can be viewed at www.tcdrs.org.

Contributions: The deposit rate for employees is 4%, 5%, 6% or 7% of compensation, as adopted by the employer's governing body. Participating employers are required to contribute at actuarially determined rates to ensure adequate funding for each employer's plan. Employer contribution rates are determined annually and approved by the TCDRS Board of Trustees. Pursuant to state law, employers participating in the system must pay 100% of their actuarially determined required contributions on an annual basis. Each employer has the opportunity to make additional contributions in excess of its annual required contribution rate either by adopting an elected rate that is higher than the required rate or by making additional contributions on an ad hoc basis. Employers may make additional contributions to pay down their liabilities faster, pre-fund benefit enhancements and/or buffer against future adverse experience. In addition, employers annually review their plans and may adjust benefits and costs based on their local needs and budgets. Although accrued benefits may not be reduced, employers may reduce future benefit accruals and immediately reduce costs. Monthly contributions by the Authority are based on the covered payroll and the employer contribution rate in effect. For calendar years 2020 and 2019, the Authority made contributions of 6.31% and 6.27%, respectively.

Denton County Transportation Authority

Notes to Financial Statements

Employees covered by Benefit terms:

At December 31, 2019 valuation and investment date, the following employees were covered by the benefit terms:

Inactive employees or beneficiaries currently receiving benefits	1
Inactive employees entitled to but not yet receiving benefits	24
Active employees	42
Total	67

Actuarial Assumptions: The Total Pension Liability in the December 31, 2019 actuarial valuation was determined using the following actuarial assumptions:

Real rate of return	5.25%
Inflation	2.75%
Investment Rate of Return	8.00% per year

The assumed long-term investment return of 8% is net after investment and administrative expenses. It is assumed returns will equal the nominal annual rate of 8% for calculating the actuarial accrued liability and the normal cost contribution rate for the retirement plan of each participating employer.

The annual salary increase rates assumed for individual members vary by length of service and by entry-age group. The annual rates consist of a general wage inflation component of 3.25% (made up of 2.75% inflation and 0.5% productivity increase assumptions) and a merit, promotion and longevity component that on average approximates 1.6% per year for a career employee.

The actuarial assumptions that determined the total pension liability as of December 31, 2019 were based on the results of an actuarial experience study for the period January 1, 2013 - December 31, 2016, except where required to be different by GASB 68. Mortality for depositing members is based on 90% of the RP-2014 Active Employee Mortality Table for males and 90% of the RP-2014 Active Employee Mortality Table for females, projected with 110% of the MP-2014 Ultimate scale after 2014; for service retirees, beneficiaries and non-depositing members is based on the 130% of the RP-2014 Healthy Annuitant Mortality Table for males and 110% of the RP-2014 Healthy Annuitant Mortality Table for females, both projected with 110% of the MP-2014 Ultimate scale after 2014; and for disabled members is based on the 130% of the RP-2014 Disabled Annuitant Mortality Table for males and 115% of the RP-2014 Disabled Annuitant Mortality Table for females, both projected with 110% of the MP-2014 Ultimate scale after 2014.

The long-term expected rate of return on TCDRS assets is determined by adding expected inflation to expected long-term real returns, and reflecting expected volatility and correlation. The capital market assumptions and information shown below are provided by TCDRS' investment consultant, Cliffwater LLC. The numbers shown are based on April 2020 information for a 10-year time horizon. The valuation assumption for long-term expected return is re-assessed at a minimum of every four years, and is set based on a 30-year time horizon; the most recent analysis was performed in 2017.

Denton County Transportation Authority

Notes to Financial Statements

The target allocation and best estimates of arithmetic real rates of return for each major asset class are summarized in the following table:

Asset Class	Target Allocation	Geometric Real Rate of Return (Expected minus Inflation)
US Equities	14.5%	5.20%
Private Equity	20.0%	8.20%
Global Equities	2.5%	5.50%
International Equities-Developed	7.0%	5.20%
International Equities-Emerging	7.0%	5.70%
Investment-Grade Bonds	3.0%	-0.20%
Strategic Credit	12.0%	3.14%
Direct Lending	11.0%	7.16%
Distressed Debt	4.0%	6.90%
REIT Equities	3.0%	4.50%
Master Limited Partnerships	2.0%	8.40%
Private Real Estate Partnerships	6.0%	5.50%
Hedge Funds	8.0%	2.30%
Total	100.0%	

Discount Rate: The discount rate used to measure the Total Pension Liability was 8.10%. The projected fiduciary net position is projected to be sufficient to pay projected benefit payments in all future years; the discount rate for purposes of calculating the total pension liability and net pension liability of the employer is equal to the long-term assumed rate of return on investments. The discount rate reflects the long-term assumed rate of return on assets for funding purposes of 8.00%, net of all expenses, increased by 0.10% to be gross of administrative expenses.

Denton County Transportation Authority

Notes to Financial Statements

Changes in Net Pension Liability (Asset):

	Increase (Decrease)		
	Total Pension Liability (a)	Plan Fiduciary Net Position (b)	Net Pension Liability (Asset) (a) - (b)
Balance at December 31, 2018	\$ 1,861,885	\$ 1,752,600	\$ 109,285
Changes for the year:			
Service cost	296,238	-	296,238
Interest on total pension liability	174,468	-	174,468
Effect of plan changes	-	-	-
Effect of economic/demographic gains or losses	51,919	-	51,919
Effect of assumptions changes or inputs	-	-	-
Refund of contributions	(5,920)	(5,920)	-
Benefit payments	(2,630)	(2,630)	-
Administrative expenses	-	(1,830)	1,830
Member contributions	-	159,880	(159,880)
Net investment income	-	287,455	(287,455)
Employer contributions	-	200,030	(200,030)
Other	-	12,364	(12,364)
Balance at December 31, 2019	\$ 2,375,960	\$ 2,401,949	\$ (25,989)

Sensitivity of the Net Pension Liability (Asset) to Changes in the Discount Rate: The following presents the net pension liability (asset) of the Authority, calculated using the discount rate of 8.10%, as well as what the Authority's net pension liability (asset) would be if it were calculated using a discount rate that is 1-percentage-point lower (7.10%) or 1-percentage-point higher (9.10%) than the current rate:

	1% Decrease in Discount Rate (7.10%)	Discount Rate (8.10%)	1% Increase in Discount Rate (9.10%)
Total pension liability	\$ 2,784,560	\$ 2,375,960	\$ 2,041,578
Fiduciary net pension	2,401,949	2,401,949	2,401,949
Net pension liability (asset)	\$ 382,611	\$ (25,989)	\$ (360,371)

Denton County Transportation Authority

Notes to Financial Statements

Pension Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions:

For the years ended September 30, 2020 and 2019, the Authority recognized pension expense of \$172,966 and \$168,678, respectively.

At September 30, 2020, the Authority reported deferred outflows and inflows of resources related to pensions from the following sources:

	Deferred Inflows of Resources	Deferred Outflows of Resources
Differences between expected and actual economic experience	\$ 35,762	\$ 127,473
Changes in actuarial assumptions	-	8,061
Difference between projected and actual investment earnings	34,334	-
Contributions subsequent to the measurement date	-	154,913
Total	\$ 70,096	\$ 290,447

Deferred outflows of resources related to pensions resulting from contributions subsequent to the measurement date of \$154,913 will be recognized as a reduction of the net pension liability for the measurement year ending December 31, 2020 (i.e. recognized in the Authority's financial statements September 30, 2021). Other amounts reported as deferred outflows and inflows of resources related to pensions will be recognized in pension expense as follows:

Year Ended December 31,	Pension Expense Amount
2020	\$ 15,777
2021	13,204
2022	14,207
2023	(6,986)
2024	19,236
Thereafter	10,000
Total	\$ 65,438

Note 9. Bonds Payable

In December 2009, the Authority issued Sales Tax Revenue Refunding Bonds for \$20,890,000. This bond issuance refunds the \$20 million privately held bonds that were issued in 2008 and will allow the Authority to repay the bonds over 20 years versus a five-year repayment under the original issuance. Because of the early repayment, a \$727,000 interest penalty was incurred. The penalty was being amortized over the remaining life of the 2008 issuance and was paid in full as of September 30, 2013. This amount was financed through the refunding bonds. The Authority has pledged the sales tax revenues towards the repayment of the bonds. The first principal payment was made in September 2013 and annual installments continue through September 2029.

Denton County Transportation Authority

Notes to Financial Statements

In September 2011, the Authority issued Sales Tax Contractual Obligations for \$14,390,000. This issuance funds the acquisition of rail vehicles and the first phase of the new federal mandate for Positive Train Control. The first principal payment was made in September 2015 and annual installments continue through September 2031.

The annual debt service requirements are:

Fiscal Year Ending September 30,	Principal	Interest	Total
2021	\$ 1,955,000	\$ 840,861	\$ 2,795,861
2022	2,035,000	769,307	2,804,307
2023	2,125,000	694,818	2,819,818
2024	2,220,000	617,083	2,837,083
2025	2,320,000	535,944	2,855,944
2026-2030	11,490,000	1,333,551	12,823,551
2031	1,215,000	38,030	1,253,030
Total requirements	\$ 23,360,000	\$ 4,829,593	\$ 28,189,593

The following is a summary of changes in bonds payable of the Authority for the year ended September 30, 2020:

Balance at October 1, 2019	\$ 25,230,000
Additions	-
Reductions	(1,870,000)
Balance at September 30, 2020	\$ 23,360,000

The current portion of bonds payable is \$1,955,000 as of September 30, 2020. Interest is due semi-annually in March and September with the first payment paid on March 15, 2010. The bonds bear interest of 3.14% and 3.99%.

No interest was capitalized during the years ended September 30, 2020 and 2019.

The bond agreements require the Authority to establish and maintain a pledged revenue account and a bond fund account at a depository institution and segregate these accounts in the general ledger for the purpose of accumulating principal and interest when it becomes due and payable. At September 30, 2020 and 2019, the Authority was in compliance with this requirement.

Denton County Transportation Authority

Notes to Financial Statements

Note 10. Easement Obligation

In June 2010, the Authority entered into a rail operating easement agreement with DART. The easement obligation represents the remaining principal amounts payable under the agreement. Remaining requirements are as follows:

Fiscal Year Ending September 30,	Principal
2021	\$ 100,000
2022	100,000
2023	100,000
2024	100,000
2025	100,000
2026-2029	400,000
Total requirements	\$ 900,000

The current portion of the easement obligation is \$100,000 as of September 30, 2020 and 2019.

Note 11. Commitments and Contingencies

Risk Management

The Authority is exposed to various types of risk of loss including torts; theft of, damage to, or destruction of assets; errors or omissions; job-related illnesses or injuries to employees; natural disasters; and environmental occurrences.

The Authority is a participant in the Texas Municipal League Intergovernmental Risk Pool (TML-IRP) to provide insurance for errors and omission, general liability, workers' compensation, automobile liability, and physical damage coverage. TML-IRP was self-sustaining in 2020 and 2019 based on premiums charged so that total contributions plus earnings on the contributions will be sufficient to satisfy claims and liabilities.

Premiums are assessed based on the rates set by the Texas State Board of Insurance for each participating political subdivision's experience. The Authority has a \$10,000 deductible for errors and omissions liability with limits of \$3,000,000 per wrongful act and an annual aggregate of \$6,000,000. General liability coverage has no deductible with limits of \$1,000,000 per occurrence, \$1,000,000 per occurrence for sudden events involving pollution, and an annual aggregate of \$2,000,000. Worker's compensation coverage has no deductible. Automobile liability has a limit of \$5,000,000 per occurrence. The Authority's vehicles are insured for physical damage for collision and comprehensive coverage after a \$10,000 deductible. Real and personal property coverage has a \$10,000 deductible. Cyber Liability and Data Breach Response Coverage is also provided by TML-IRP for the following:

- Information Security, Privacy Liability, Website Media Content Liability - \$1,000,000 Aggregate limit, \$0 deductible;
- Privacy Breach Response Services - \$25,000 per incident and in the Aggregate, \$1,250 deductible per incident; and
- Regulatory Defense & Penalties/Payment Card Industry Fines and Expenses/Cyber Extortion/First Party Data Protection and Network Business Interruption – \$50,000 Aggregate limit; \$2,500 deductible per claim, \$5,000 Loss of Income Deductible.

Denton County Transportation Authority

Notes to Financial Statements

The Authority has a government crime policy with TML-IRP insuring against forgery and computer fraud up to \$1,000,000 in the aggregate. For the years ended September 30, 2020 and 2019, the Authority has not incurred any losses under this plan.

In addition to the coverages provided by TML-IRP, the Authority also carries Pollution Liability Coverage for its 16,000 gallon Underground Fuel Storage Tank (UST) permitted by the Texas Commission on Environmental Quality (TCEQ) and located at the Rail Operations & Maintenance Facility. The UST provides fleet re-fueling for the Authority's passenger rail vehicles. Mid-Continent Casualty Company is the insurance provider with the following coverages: \$1,000,000 each Pollution Incident for bodily injury, property damage and claim handling, \$2,000,000 Annual Aggregate, \$5,000 deductible.

The Authority's Excess Railroad Liability Insurance is provided through a multi-layer program with Steadfast Insurance Company, a member of Zurich Insurance Group, as the primary carrier with a policy limit of \$125,000,000 and \$2,000,000 self-insured retention and claims handling including defense costs. Prior to securing its own rail liability insurance coverage in October 2016, this coverage was provided via shared policy with DART and Trinity Metro which carried the Authority as an additional insured with the Authority sharing in the cost of the annual premium.

Litigation

The Authority has no pending lawsuits as of September 30, 2020.

State and Federal Grants

The Authority participates in several State and Federal grant programs, which are governed by various rules and regulations of the grantor agencies. Costs charged to these grant programs are subject to audit, approval, and adjustment by the grantor agencies, which could result in refunds to the grantor. It is management's opinion that the Authority has complied with substantially all of the requirements under the respective grants, and therefore, no provision has been recorded in the accompanying financial statements for such liabilities.

Commitments

At September 30, 2020, the Authority has the following outstanding commitments for large scale projects:

Rail purchased transportation services	\$	74,417,327
"Spirit of Independence" shuttle buses		1,060,137
Positive train control system implementation		621,036
	\$	<u>76,098,500</u>

Denton County Transportation Authority

Notes to Financial Statements

Operating Lease Agreements

The Authority has entered into certain operating lease agreements. All operating leases to which the Authority is currently a party will expire in fiscal year 2022. The total lease expense was \$321,903 for 2020 and \$321,903 for 2019. The lease payments by year are as follows:

	2021	2022	Total
Lease commitments			
Administration offices	\$ 117,846	\$ 119,747	\$ 237,593
Total lease commitments	\$ 117,846	\$ 119,747	\$ 237,593

Funding

These current expenditures, current contract commitments, and any future commitments will be funded by the Authority out of available cash and investments, future sales tax collections, federal grants, and debt financing.

Note 12. New Accounting Pronouncements

The GASB pronouncements effective in fiscal year 2020 and 2021 are listed as follows:

The GASB issued Statement No. 84: Fiduciary Activities, which will be effective for periods beginning after December 15, 2019. The objective of this Statement is to improve guidance regarding the identification of fiduciary activities for accounting and financial reporting purposes and how those activities should be reported. This Statement establishes criteria for identifying fiduciary activities of all state and local governments. The focus of the criteria generally is on (1) whether a government is controlling the assets of the fiduciary activity, and (2) the beneficiaries with whom a fiduciary relationship exists. Separate criteria are included to identify fiduciary component units and postemployment benefit arrangements that are fiduciary activities. This standard becomes effective for the Authority in fiscal year 2021. The Authority has not yet determined the impact of this statement.

The GASB issued Statement No. 90: Majority Equity Interests – an Amendment to GASB Statements No. 14 and No. 61. Statement 90 which will be effective for periods beginning after December 15, 2019. The primary objectives of this Statement is to improve the consistency and comparability of reporting a government's majority equity interest in a legally separate organization and to improve the relevance of financial statements information for certain component units. The Statement also requires that a component unit in which a government has a 100 percent equity interest account for its assets, deferred outflows of resources, liabilities, and deferred inflows of resources at acquisition value at the date the government acquired a 100 percent equity interest in the component unit. This standard will become effective for the Authority in fiscal year 2021. The Authority will evaluate the impact of the standard on its Financial Statements and will take the necessary steps to implement it.

Denton County Transportation Authority

Notes to Financial Statements

Note 13. Subsequent Events

The Authority has evaluated all events and transactions that occurred after September 30, 2020 through **February 25, 2021**, the date the financial statements were issued.

COVID-19

The extent of the operational and financial impact the COVID-19 pandemic may have on the Authority has yet to be determined and is dependent on its duration and spread, any related operational restrictions, and the overall economy. The Authority is unable to accurately predict how COVID-19 will affect the results of its operations in the 2020-2021 fiscal year because the virus' severity and the duration of the pandemic are uncertain.

On October 31, 2020, Rio Grande Pacific Corporation assumed the contract in place of First Transit Inc. for rail operations and maintenance that is accounted for under Purchased Transportation.

On November 16, 2020, the Authority issued \$12,930,000 in 2020 series bonds for refunding of the 2009 series bonds.

Required Supplementary Information

Denton County Transportation Authority
Required Supplementary Information
Texas County and District Retirement System
Schedule of Changes in the Employer's Net Pension Liability and Related Ratios
(Unaudited)

	2014	2015	2016	2017	2018	2019
TOTAL PENSION LIABILITY						
Service cost	\$ 130,849	\$ 159,650	\$ 202,663	\$ 232,727	\$ 268,708	\$ 296,238
Interest (on the total pension liability)	37,882	60,290	70,330	102,436	138,144	174,468
Effect of plan changes	40,628	(26,820)	-	-	-	-
Effect of assumption changes or inputs	-	13,055	-	5,065	-	-
Effect of economic/demographic (gains) or losses	87,214	(95,366)	6,193	68,812	20,678	51,919
Benefit payments/refunds of contributions	(12,905)	(1,640)	(28,266)	(3,633)	(4,744)	(8,550)
Net Change in Total Pension Liability	283,668	109,169	250,920	405,407	422,786	514,075
Total Pension Liability - Beginning	389,935	673,603	782,772	1,033,692	1,439,099	1,861,885
TOTAL PENSION LIABILITY, ending (a)	\$ 673,603	\$ 782,772	\$ 1,033,692	\$ 1,439,099	\$ 1,861,885	\$ 2,375,960
PLAN FIDUCIARY NET POSITION						
Contributions - Employer	\$ 72,565	\$ 108,954	\$ 126,805	\$ 148,998	\$ 184,229	\$ 200,030
Contributions - Employee	78,874	92,022	104,798	122,330	149,818	159,880
Investment income net of investment expenses	25,740	(13,315)	55,555	152,471	(23,109)	287,455
Benefit payments/refunds of contributions	(12,905)	(1,640)	(28,266)	(3,633)	(4,744)	(8,550)
Administrative expense	(366)	(472)	(604)	(956)	(1,408)	(1,830)
Other	(27)	(57)	22,435	3,579	9,955	12,364
Net change in plan fiduciary net position	163,881	185,492	280,723	422,789	314,741	649,349
Plan fiduciary net position - beginning	384,974	548,855	734,347	1,015,070	1,437,859	1,752,600
PLAN FIDUCIARY NET POSITION, ending (b)	\$ 548,855	\$ 734,347	\$ 1,015,070	\$ 1,437,859	\$ 1,752,600	\$ 2,401,949
NET PENSION LIABILITY (ASSET), ending (a) - (b)	\$ 124,748	\$ 48,425	\$ 18,622	\$ 1,240	\$ 109,285	\$ (25,989)
Plan Fiduciary Net Position as a Percentage of						
Total Pension Liability	81.48%	93.81%	98.20%	99.91%	94.13%	101.09%
Covered payroll	\$ 1,577,470	\$ 1,840,437	\$ 2,095,950	\$ 2,446,606	\$ 2,996,341	\$ 3,197,604
Net pension liability as a percentage of covered employee payroll	7.91%	2.63%	0.89%	0.05%	3.65%	-0.81%

Notes to Schedule:

As of December 31 - Measurement date

Benefit changes. There were no changes of benefit terms that affected measurement of the total pension liability during the measurement period.

Changes of assumptions. No change in assumptions for 2019.

Only six years of data is presented in accordance with GASB 68, Paragraph 138. "The information for all periods for the 10-year schedules that are required to be presented as required supplementary information may not be available initially. In these cases, during the transition period, that information should be presented for as many years as are available. The schedules should not include information that is not measured in accordance with the requirements of this Statement."

Denton County Transportation Authority
Required Supplementary Information
Texas County and District Retirement System
Schedule of Employer Contributions
(Unaudited)

	2015	2016	2017	2018	2019	2020
Actuarially determined contribution by calendar year	\$ 72,565	\$ 108,954	\$ 126,805	\$ 148,998	\$ 184,229	\$ 200,030
Contributions in relation to the actuarially determined contribution by fiscal year	99,864	120,475	143,780	184,273	188,483	206,622
CONTRIBUTION DEFICIENCY (EXCESS)	\$ (27,299)	\$ (11,521)	\$ (16,975)	\$ (35,275)	\$ (4,254)	\$ (6,592)
Covered payroll by fiscal year	\$ 1,776,972	\$ 2,001,375	\$ 2,364,645	\$ 3,002,632	\$ 3,025,716	\$ 3,300,495
Contributions as a percentage of covered- employee payroll	5.62%	6.02%	6.08%	6.14%	6.23%	6.26%

Notes to Schedule:

Valuation date:

Actuarially determined contribution rates are calculated as of December 31, two years prior to the end of the fiscal year in which the contributions are reported.

Methods and assumptions used to determine contribution rates:

Actuarial Cost method	Entry Age
Amortization method	Level percentage of payroll, closed
Remaining amortization period	15.0 years
Asset valuation method	5-year smoothed market
Inflation	2.75%
Salary increases	Varies by age and service, 4.9% average over career including inflation.
Investment rate of return	8.00% net of administrative and investment expenses, including inflation
Retirement age	Members who are eligible for service retirement are assumed to commence receiving benefit payments based on age. The average age at service retirement for recent retirees is 61.
Mortality	130% of the RP-2014 Healthy Annuitant Mortality Table for males and 110% of the RP-2014 Healthy Annuitant Mortality Table for females, both projected with 110% of the MP-2014 Ultimate scale after 2014.

Only six years of data is presented in accordance with GASB 68, Paragraph 138. "The information for all periods for the 10-year schedules that are required to be presented as required supplementary information may not be available initially. In these cases, during the transition period, that information should be presented for as many years as are available. The schedules should not include information that is not measured in accordance with the requirements of this Statement."

Supplementary Information

Denton County Transportation Authority

Schedule of Revenues and Expenses – DCTA – Budget to Actual Year Ended September 30, 2020 with Comparative Actual for 2019

	2020			Variance with Final Budget Over/(Under)	2019
	Original Budget	Final Budget	Actual		Actual
OPERATING REVENUES					
Passenger revenue	\$ 1,212,321	\$ 792,169	\$ 833,637	\$ 41,468	\$ 1,357,691
Contract services	4,416,160	3,398,779	3,378,826	(19,953)	4,201,278
Other	52,000	52,000	427,460	375,460	210,198
Total operating revenues	5,680,481	4,242,948	4,639,923	396,975	5,769,167
OPERATING EXPENSES					
Salaries, wages and benefits	4,996,191	4,670,896	4,398,509	272,387	9,681,725
Outsourced services and charges	3,393,656	5,792,466	4,683,164	1,109,302	6,173,872
Materials and supplies	3,307,659	2,452,919	1,922,266	530,653	2,445,770
Purchased transportation services	10,700,706	10,185,808	10,091,453	94,355	9,755,585
Utilities	527,988	490,988	431,838	59,150	445,809
Insurance	1,752,329	1,752,329	1,656,122	96,207	1,655,084
Leases & rentals	229,633	229,633	226,632	3,001	221,903
Employee development	387,237	245,515	170,770	74,745	278,188
Depreciation and amortization	10,612,052	10,612,052	9,558,814	1,053,238	9,813,483
Total operating expenses	35,907,451	36,432,606	33,139,568	3,293,038	40,471,419
Operating loss	(30,226,970)	(32,189,658)	(28,499,645)	3,690,013	(34,702,252)
NONOPERATING REVENUES (EXPENSES)					
Sales tax revenue	29,019,184	26,805,374	29,817,365	3,011,991	28,735,383
Transit system operating assistance grants	5,253,753	12,400,872	16,843,203	4,442,331	6,664,660
Investment income	400,000	325,000	320,793	(4,207)	597,793
Interest expense	(909,480)	(909,480)	(909,134)	346	(972,668)
Gain (loss) on disposal of assets	-	-	(7,482)	(7,482)	18,301
Total nonoperating revenue (expenses)	33,763,457	38,621,766	46,064,745	7,442,979	35,043,469
INCOME (LOSS) BEFORE CAPITAL GRANTS/TRANSFERS	3,536,487	6,432,108	17,565,100	11,132,992	341,217
GRANTS FOR CAPITAL IMPROVEMENTS	5,753,410	3,788,325	3,472,676	(315,649)	4,187,777
TRANSFERS					
Transfers Out	(8,781,700)	(8,119,303)	(7,555,427)	563,876	(2,760,302)
CHANGE IN NET POSITION	<u>\$ 508,197</u>	<u>\$ 2,101,130</u>	<u>\$ 13,482,349</u>	<u>\$ 11,381,219</u>	<u>\$ 1,768,692</u>

Denton County Transportation Authority

Schedule of Revenues and Expenses – NTMC – Budget to Actual
 Year Ended September 30, 2020 with Comparative Actual for 2019

	2020			2019	
	Original Budget	Final Budget	Actual	Variance with Final Budget Over/(Under)	Actual
OPERATING EXPENSES					
Salaries, wages and benefits	\$ 8,460,824	\$ 7,652,445	\$ 7,211,425	\$ 441,020	\$ 2,685,968
Outsourced services and charges	95,040	261,629	201,117	60,512	28,449
Insurance	132,636	130,529	127,872	2,657	42,105
Employee development	93,200	74,700	15,013	59,687	3,780
Total operating expenses	8,781,700	8,119,303	7,555,427	563,876	2,760,302
Operating loss	(8,781,700)	(8,119,303)	(7,555,427)	563,876	(2,760,302)
INCOME (LOSS) BEFORE TRANSFERS	(8,781,700)	(8,119,303)	(7,555,427)	563,876	(2,760,302)
TRANSFERS					
Transfers In	8,781,700	8,119,303	7,555,427	(563,876)	2,760,302
CHANGE IN NET POSITION	\$ -	\$ -	\$ -	\$ -	\$ -

Board of Directors Memo

January 28, 2021

SUBJECT: DCTA Status Update on Bus Operations and Maintenance Partnership Exploration

Background

In an effort to provide more efficient bus operations and management services, and gain access to established technology platforms and practices, DCTA and Trinity Metro are exploring joint bus operations and maintenance through a local government corporation.

DCTA and Trinity Metro perform materially identical functions and services, in the same region, and are pursuant to similar statutory authority and restrictions. Both agencies desire to operate state-of-the-art transportation systems and to provide their patrons the highest achievable level of service. Those and other shared characteristics make DCTA and Trinity Metro ideal candidates for mutually advantageous collaboration and cooperation.

DCTA and Trinity Metro are currently evaluating whether their current functions and services can be (i) expanded, (ii) conducted at an overall lower cost, (iii) performed with a greater degree of reliability, efficiency, precision, or quality, (iv) made more accessible, beneficial, and effective for their patrons, (v) grown to play a greater role in meeting the region's mobility needs, expanding its economic vitality, and improving its overall quality of life, and (vi) otherwise enhanced for the benefit of the public they serve by increased collaboration and cooperation between the both agencies.

DCTA and Trinity Metro have not reached any binding agreement of any kind regarding any potential collaboration and are simply in an investigative and exploratory stage. No agreement regarding the intended benefits or any collaboration will be binding upon either agency unless and until approved by both agencies' boards of directors.

DCTA and Trinity Metro have preliminarily identified the following functions and services that may provide the Intended Benefits as a result of mutually acceptable collaboration and cooperation:

1. General management services,
2. Bus operations,
3. Fleet management and maintenance,
4. Dispatch,
5. Road supervision,
6. Bus O&M facility management,
7. Customer service,
8. Technology,
9. Purchasing, including consolidated capital expenditures and economies of scale,
10. Payroll,
11. Workforce management and oversight,
12. Reporting, and
13. Safety and training, including commercial drivers licensing.

DCTA and Trinity Metro acknowledge that the foregoing is by no means either a minimum or exclusive list, and that (i) listed functions and services may be evaluated and then removed from consideration and (ii) additional functions and services may be identified and evaluated as potential sources of the intended benefits.

Prior Board Discussion

- **September 24, 2020** – Regular Agenda Item 7 - Discuss Exploration of Bus Operations and Maintenance Contracting Options

- **October 22, 2020** – Regular Agenda Item 6 - Discuss Bus Operations and Maintenance Options Update
- **November 12, 2020** – Regular Agenda Item 5 - Consider Authorizing the CEO to Enter into a Letter of Intent with Trinity Metro for the Purpose of Exploring Bus Operations and Maintenance Options
- **December 10, 2020** – Regular Agenda Item 6 - Discuss DCTA Priority Actions

Progress Report

Activities to Date:

- November 16, 2020 – The Trinity Metro Board of Directors authorized their CEO to sign the joint letter of intent
- December 7, 2020 – A joint agency meeting was held to discuss approach and next steps
- January 14, 2021 – A joint agency meeting was held to discuss approach and next steps

Next Steps:


- January 2021 – Finalize Trinity Metro LGC (MATS) Formation Documents
- February/March 2021 – Finalize ILA between agencies (and/or LGC); includes scope of work and cost implications
- March/April 2021 – Move MATS GM into NTMC to begin initial assessment and development of policies and procedures
- Summer 2021 –
 - Transition of payroll and benefits to MATS
 - Transition of NTMC personnel into MATS
 - Transition of technology needs
- Fall 2021 –
 - Transition of Trinity Metro personnel into MATS
 - Final transition needs

Future meetings will be scheduled to ensure a seamless process. Routine updates will be provided to the board monthly and board approval will be requested as needed.

Recommendation

- No recommendations at this time

Submitted By: 
Nicole Recker, VP of Mobility Services and Administration

Approval: 
Raymond Suarez, CEO

**A RESOLUTION OF
THE FORT WORTH TRANSPORTATION AUTHORITY
APPROVING METRO AREA TRANSIT SYSTEM CORPORATION'S
AMENDED AND RESTATED ARTICLES OF INCORPORATION AND BYLAWS, AND
CONFIRMING THE APPOINTMENT OF ITS INITIAL DIRECTORS**

WHEREAS, the Fort Worth Transportation Authority, doing business as “Trinity Metro” (“**Trinity Metro**”) is a regional transportation authority governed by Chapter 452 of the Texas Transportation Code (the “**Code**”) and is a local government as defined by Section 431.003(3)(C) of the Code; and

WHEREAS, pursuant to Section 431.101(a) of the Code, Trinity Metro created Metro Area Transit System Corporation, a local government corporation, on September 22, 2014 (the “**Corporation**”), and now desires to amend and restate its articles of incorporation and bylaws; and

WHEREAS, pursuant to Section 431.102(a) of the Code, in the same manner in which Chapter 394, Local Government Code (“**Chapter 394**”) applies to a corporation created under that chapter, Chapter 394 also applies to the Corporation with regard to, among other things, the creation of the Corporation and the form, execution, approval, filing, and amending of the articles of incorporation and bylaws of the Corporation; and

WHEREAS, the governing body of Trinity Metro is its Board of Directors (the “**Board**”);

WHEREAS, pursuant to Chapter 394, the Board desires to approve the forms of amended and restated articles of incorporation and bylaws of the Corporation, respectively, appoint the Corporation’s initial board of directors, and take the following other action with respect to the Corporation.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF
THE FORT WORTH TRANSPORTATION AUTHORITY:**

Section 1. The Board approves the amended and restated articles of incorporation of the Corporation in substantially the form attached hereto as Exhibit A, subject to such non-substantive revisions as the President/CEO of Trinity Metro may deem necessary or advisable following review of such document by the Secretary of State, and the Board authorizes the President and Secretary of the Board to file the Corporation’s amended and restated articles of incorporation with the Secretary of State of the State of Texas in the manner provided by law.

Section 2. The Board approves the amended and restated bylaws of the Corporation in substantially the form attached hereto as Exhibit B.

Section 3. The Board confirms the appointment of the following persons as the initial directors of the Corporation, with their terms of office to expire at the time indicated:

NAME	ADDRESS
Bob Baulsir	801 Cherry Street, Suite 850

	Fort Worth, TX 76102
Wayne Gensler	801 Cherry Street, Suite 850 Fort Worth, TX 76102
Kelli S. Shields	801 Cherry Street, Suite 850 Fort Worth, TX 76102

Section 4. The Board confirms the appointment of the following persons as the officers of the Corporation, with their terms of office to expire at the time indicated:

NAME	TITLE
Wayne Gensler	President and Treasurer
Kelli S. Shields	Vice President and Secretary

PASSED AND ADOPTED this 25th day of January 2021.

ATTEST:

Jeff Davis, Chairman

Ray Taylor, Secretary

EXHIBIT A
Form of Articles of Incorporation
[follow this cover sheet]

EXHIBIT B
Form of Bylaws
[follow this cover sheet]

Board of Directors Memo

January 28, 2021

SUBJECT: DCTA Service Plan Update and MaaS Proposal Presentation

Background

In July of 2020, DCTA issued Solicitation 2007-001 to our current MaaS providers seeking responses for On-Demand Service from firms or contractor teams that have entered into master on-call contracts under Request for Proposals (RFP) 19-05 Mobility-as-a-Service with the intent to use these services within Member Cities and other areas DCTA serves outside the member cities through contracted services.

The purpose of the solicitation was to select non-traditional, mobility brokers, providers, and system integrators with the ability to provide DCTA with the expertise, resources, and innovative ideas needed to plan, design, operate, maintain, and broker on-demand, shared ride transit services within and between the boundaries of various locations throughout DCTA's service area.

A recommendation to select two service providers to continue in the competitive process, SpareLabs/Lyft and River North Transit (Via) were presented at the September 2020 board meeting. The board authorized staff to negotiate service plan proposals and cost estimates from both providers.

SpareLabs/Lyft and River North Transit (Via) each provided DCTA with secondary proposals in January 2020 detailing proposed service plans to replace existing fixed route service with more dynamic and cost-efficient mobility solutions.

Proposals have been evaluated and a recommendation will be brought forth to the board for consideration at the January 28, 2021 DCTA board meeting.

Previous Board Activity & Action

- **June 25, 2020** – Regular Agenda Item 3 – Mobility as a Service (MaaS) Task Order for Member City Services
- **July 31, 2020** – Specially Called Board Meeting – Transformation Initiative Workshop – Discussed as part of the future planning process
- **August 27, 2020** – Regular Agenda Item 8 – Discuss MaaS Task Order #2: On-Demand Service in Member Cities
- **September 24, 2020** – Regular Agenda Item 8 – Consider Approval of MaaS Task Order #2: On-Demand Services for Member Cities and Contracted Cities
- **November 12, 2020** – Regular Agenda Item 1 - Discuss Transformation Initiative Progress Report – Initial introduction of the Agency Priority Actions flowchart which included plans and estimated dates for the MaaS service plan
- **December 10, 2020** – Regular Agenda Item 6 - Discuss DCTA Priority Actions

Identified Need

DCTA is committed to improving mobility and livability in the communities it serves and seeks to establish partnerships with non-traditional mobility providers to assist the agency towards establishment of a unified and integrated platform which allows the agency and customers the ability to match travel needs and preferences.



Financial Impact

River North Transit (via) estimates an annual cost of \$3,600,000 for the initial year of service and \$4,680,000 for the second year of service. Portions of the proposed service have the potential to be federally reimbursed. The extent of federal reimbursement is dependent on the service solutions established with River North Transit (Via).

Actual budgetary/financial impact will be established after service planning is completed with the selected vendor and presented to the Board for their approval. DCTA staff is slated to schedule roundtables with each member city and River North Transit (Via), upon approval by the board at the January 28, 2021 board meeting, to review the service proposal in detail and consider modifications necessary to meet each city's need.

Recommendation

During the DCTA board meeting on January 28, 2021, staff will be requesting that the DCTA board consider awarding MaaS Task Order #2 to River North Transit (Via). This item is listed as Regular Agenda Item 5 on the board agenda.

Exhibits

Staff will provide a high-level presentation of Via's final proposal.

Additional information can be found in the DCTA board meeting portion of the packet under Regular Agenda Item 5 [Consider Approval and Award of Mobility as a Service Contract to River North Transit (Via)]. Those items include: a detailed memo, Task Order #2 scope of work, the first proposal provided by Via and the second proposal provided by Via.

Submitted By: *Sarah Hultquist*
Sarah Hultquist, Mobility Services Coordinator

Approval: *Nicole Recker*
Nicole Recker Vice President of Mobility Services and Administration

2021 NTMC Board Meeting Calendar

Joint Meeting Regular Item 6,
Exhibit 1

January 01

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					H	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	B	29	30
31						

February 02

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	H	16	17	18	19	20
21	22	23	B	25	26	27
28						

March 03

Sun	Mon	Tue	Wed	Thu	Fri	Sat
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14	15	16	17	18	19	20
21	22	23	B	25	26	27
28	29	30	31			

April 04

Sun	Mon	Tue	Wed	Thu	Fri	Sat
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11	12	13	14	15	16	17
18	19	20	B	22	23	24
25	26	27	28	29	30	

May 05

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16	17	18	19	20	21	22
23	24	25	B	27	28	29
30	H					

June 06

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	B	24	25	26
27	28	29	30			

July 07

Sun	Mon	Tue	Wed	Thu	Fri	Sat
				1	2	3
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11	12	13	14	15	16	17
18	19	20	B	22	23	24
25	26	27	28	29	30	31

August 08

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	B	26	27	28
29	30	31				

September 09

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	H	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	B	23	24	25
26	27	28	29	30		

October 10

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	B	28	29	30
31						

November 11

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	B	11	12	13
14	15	16	17	18	19	20
21	22	23	24	H	H	27
28	29	30				

December 12

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1	2	3	4
5	6	7	B	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	H	25
26	27	28	29	30	31	

[B] BOARD MEETING

Board Meetings are on the Wednesday preceding the DCTA Board meetings

Start Time: 8:30 AM

JANUARY 28th (Joint)

JULY 21st

FEBRUARY 24th

AUGUST 25th

MARCH 24th

SEPTEMBER 22nd

APRIL 21st

OCTOBER 27th

MAY 26th

NOVEMBER 10th

JUNE 23rd

DECEMBER 8th

56

[H] Admin Holiday

Board of Directors Memo

January 28, 2021

SUBJECT: DCTA Priority Actions Progress Report

Background

The DCTA Priority Actions flowchart tracks key agency priorities, timing and interdependency on decisions. This report will be provided to the DCTA Board of Directors on a monthly basis to communicate progress related to agency priorities.

Progress Report

Service Plan – All activities on schedule; full transition extended beyond initial estimated date

- Transformation Initiative Task Order #1 Final Report – Complete
- MaaS Task Order #2 – In Progress
 - January 28, 2021 – Service proposals and cost estimates will be presented to the DCTA Board of Directors
 - February 2021 –
 - Roundtable workshops will be held with each member city and the approved service provider to review the proposed service plan and make adjustments as needed (will be scheduled once the board has approved a provider)
 - Provider will make adjustments to the proposed service plan to create a “final proposed service plan”
 - February 25, 2021 – Staff will provide the board with a list of all considerations/implications of moving to a majority on-demand model
 - March 2021 – May 2021 –
 - The “final proposed service plan” will be taken to the public for required feedback
 - The Title VI analysis will be conducted
 - Staff will work through list of considerations/implications to ensure all information is presented to the board
 - Staff will review all public feedback and package information for the board to consider
 - June/July 2021 – Final proposed service plan will be brought to the board for approval along with the following support documentation:
 - All public feedback
 - Title VI analysis
 - Information on considerations/implications
 - Any recommended modifications to the final proposed service plan
 - ~July/August 2021 – Staff will work with the service provider to launch service plan

Trinity Metro Partnership – All activities on schedule

- November 16, 2020 – The Trinity Metro Board of Directors authorized their CEO to sign the joint letter of intent
- December 7, 2020 – A joint agency meeting was held to discuss approach and next steps

- January 14, 2021 – A joint agency meeting was held to discuss approach and next steps
 - Key timing includes:
 - January 2021 – Finalize Trinity Metro LGC (MATS) Formation Documents
 - February/March 2021 – Finalize ILA between agencies (and/or LGC); includes scope of work and cost implications
 - March/April 2021 – Move MATS GM into NTMC to begin initial assessment and development of policies and procedures
 - Summer 2021 –
 - Transition of payroll and benefits to MATS
 - Transition of NTMC personnel into MATS
 - Transition of technology needs
 - Fall 2021 –
 - Transition of Trinity Metro personnel into MATS
 - Final transition needs

Future meetings will be scheduled to ensure a seamless process. Routine updates will be provided to the board monthly and board approval will be requested as needed.

NTMC CBA Negotiations – All activities on schedule

- November 11, 2020 – NTMC Board Discussion in Executive Session
- December 10, 2020 – NTMC Board Discussion in Executive Session (with Labor Attorney)
- January 4, 2021 – Request from ATU to Bargain; NTMC management confirmed receipt of request
- January 6, 2021 –
 - Internal Management CBA Notes/Review Submitted to Labor Attorney
 - NTMC Management Official Response to Request to Bargain
 - NTMC proposed February 23 and 24 to start in-person bargaining process
- January 19, 2021 – Internal Management Strategy Meeting with Labor Attorney (first of several)

DCTA/DART Joint Operating Plan – Letter of intent is slightly behind schedule; joint conversations remain on schedule

- Joint Rail Operations Facility Meetings:
 - 11/11/2020 – A high level discussion regarding options for using DCTA's Rail OMF as a permanent facility in lieu of DART's initial "temporary only" plan
 - 11/23/2020 – Continuation of the discussion regarding a Joint Rail Operations Facility
- Facility Site Visit:
 - 11/23/2020 – A Rail Operations & Maintenance Facility site visit was held with DART staff
- Letter of Intent:
 - DCTA Board of Directors discussed and confirmed their support for executing an LOI between DCTA and DART at the December 2020 meeting. Shortly after DCTA's Board meeting, DART also executed the LOI.
- DCTA Next Step:
 - DCTA and DART staff will meet January 20, 2021 to continue discussion relating to the Joint Rail Operations Facility.



Recommendation

- No recommendations at this time

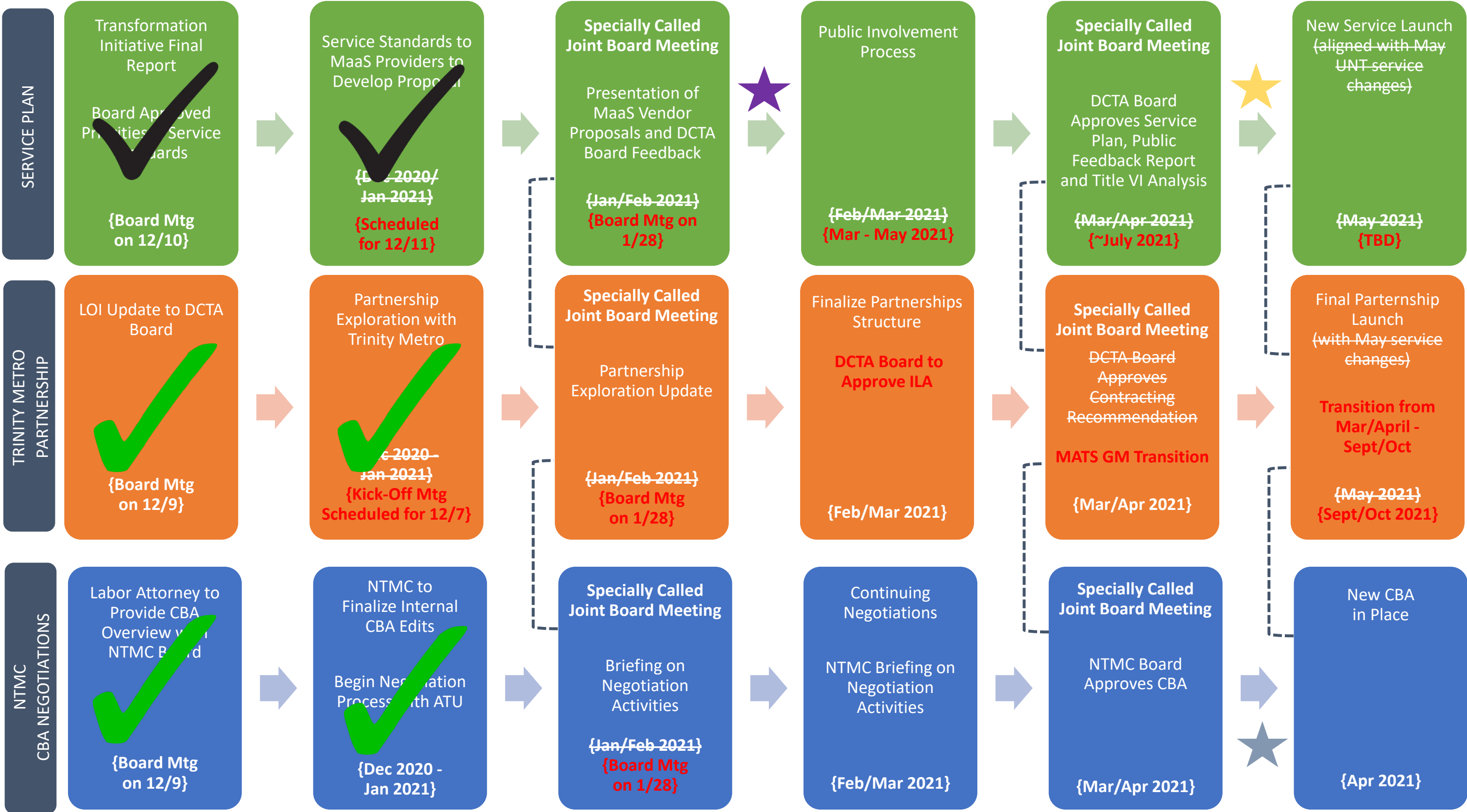
Exhibits

Exhibit 1: DCTA Priority Actions Diagram (updated 1/19/2021)

Submitted By: 
Nicole Recker, VP of Mobility Services and Administration

Approval: 
Raymond Suarez, CEO

DCTA PRIORITY ACTIONS



NOTES:

- Monthly briefings on all activities will be provided to both the DCTA and NTMC boards
- Proposed timing is dependent on individual initiative progress and board approvals



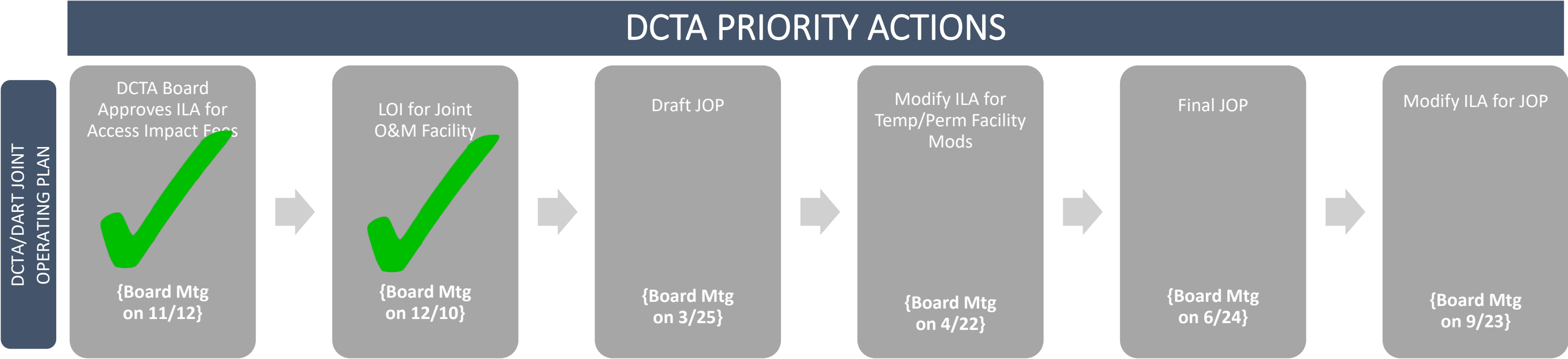
CBA-requested bid process (minimum of 45 days)



Roundtables with Member Cities to Review/Tweak Proposed Service Plan



CBA expires on March 31, 2021





General Manager's – Board of Director's January 2021 Report

(January 19, 2021)

EXECUTIVE SUMMARY

The NTMC management team focused on preparation for the January 10th Spring startup to service UNT. After the Thanksgiving holiday, weekday services ridership averaged 742 passengers per day in comparison to averaging 2,733 passengers per day with the UNT services combined with Denton (fixed route) service. Other focus points were training new hires, fleet preparation, fleet scheduling, safety equipment, fixed-route master sheet scheduling, and recruiting. Due to driver shortages, operations staff have been required to fill some open run assignments with volunteer drivers. Seven drivers are currently on a leave of absence and one driver resigned that was furloughed.

NTMC: New Hire Training

The General Manager, AGM, and HR staff conducted new hire training and discussed general NTMC policies and practices.

The Solution:

The training session covered the introduction to the management team, NTMC safety culture, NTMC Employee Handbook, federal policies and procedures, and other policies and procedures.

Operations: Recall Furloughed Operators

The new Spring Run-Bid commenced on January 10, 2021, which includes all services for DCTA.

The Solution:

All operators that were on furlough during the reduced service period, have been recalled. Of the eleven (11) employees furloughed ten (10) returned to duty.

Maintenance: New hire James Salzman, Shop Foreman

The Shop Foreman position was created to provide direct supervision to NTMC Mechanics and Parts Coordinator.

The Solution:

I am pleased to announce Mr. James Salzman is our new Shop Foreman. He has an associate degree in Diesel Service Technology from South Plains College. He has a Certificate of proficiency in Diesel Transportation, Auxiliary systems, and Drive systems from South Plains College. ASE Master Medium/Heavy-duty Truck Technician, ASE certified in School bus body systems and special equipment.



He plans to provide Leadership, Quality Assurance (QA), and Support for the Maintenance Fleet team. GM will be working with Mr. Salzman to assure he has all the required elements and technology to assist his efforts. Mr. Salzman has made some positive improvements and has implemented a third shift. The primary focus for the 3rd shift is to address the preventative maintenance program. Thus far, this has been a great improvement.

Non-Operator Vacancy Positions:

- Mechanic – One (1)
- Dispatcher – One (1)
- Operator – four (4)

Operations & Maintenance: Employee Concerns

Several employees have been asking more questions and concerns regarding the possible venture of on-demand services with a private vendor. Nicole and I have met to help address these growing concerns among employees and ATU officials.

Operations & Maintenance: Public Transportation Agency Safety Plan (PTASP)

TxDOT has certified DCTA's agency safety plan (PTASP), and NTMC will be required to implement the plan accordingly. All levels of management (DCTA/NTMC) are responsible for the safety of their passengers, employees, and themselves. Safety is the core business function of all public transportation providers and should be systematically applied to every aspect of service delivery.

The Solution:

The GM & AGM will continue to work on establishing guidelines and safety committees (Safety Risk Management, Safety Assurance, and Safety Promotion) with participating employees throughout the NTMC agency. Regular updates are provided to the Contract Manager weekly. Primary focus points for the Safety Risk Management committee are:

- Safety Hazard Identification
- Safety Risk Assessment
- Safety Risk Mitigation

Meeting the Safety Performance measures is the key to assuring the effectiveness of the safety agency plan.



DCTA & NTMC: Joint Management Meeting

A joint management meeting has been established to provide responsiveness and collaborative dialogue regarding the bus operations and maintenance business. This meeting will be held regularly with Nicole Recker, Troy Raley, Rusty Comer, John Hendrickson, and RJ Garza.

The Solution:

Jointly the Management Group exchanged discussions regarding upcoming events, reporting guidelines, safety measures, bus operations, fleet maintenance, staffing, and future impacts.

Progress Update:

- Exploration of Trinity Metro Partnership
- The annual employee performance appraisal process
- Vehicle Camera Project
- Reviewed and discussed staffing requirements and vacancy positions.
- Reviewed progress on daily duties of key employees and Comprehensive SOP development.
- Discussed status of Fleet Auction (DCTA) and fleet inspection conducted by Contract Mgr.
- Discussed preparation needs for the upcoming FTA Triennial Review.
- Discussed Spring bid process
- Units requiring transmission replacement 1267, 1270, 1461, & 1462
- Bus Cleaning Protocols
- Procurements & Safety items

Other Focus Points:

- Managerial Staff Leadership Meetings;
- Increase the line of communication among all employees; & union officials;
- Establishing a new culture that encourages Team effort, Trust, Respect, and Accountability;
- Continue to provide employees necessary Personal Protective Equipment (PPE) to minimize exposure in our fight against COVID-19, tracking the issuance of masks to passengers;
- Monthly GM – Communication Announcement Newsletter;

Robert J. Garza, “RJ”
Interim General Manager



NORTH TEXAS MOBILITY CORPORATION

CHANGE IN NET POSITION

MONTH AND YEAR TO DATE AS OF NOVEMBER 30, 2020

(UNAUDITED)

Description	Month Ended November 30, 2020			Year to Date November 30, 2020			Annual Budget
	Actual	Budget	Variance	Actual	Budget	Variance	
Operating Expenses							
Salary, Wages and Benefits	\$ 394,678	\$ 620,315	\$ 225,637	\$ 988,662	\$ 1,296,006	\$ 307,344	\$ 7,451,314
Outsourced Services and Charges	22,226	33,087	10,861	22,257	66,476	44,219	399,919
Materials and Supplies	37	257	220	37	548	511	3,293
Insurance	18,316	10,022	(8,294)	18,316	20,044	1,728	118,878
Employee Development	145	6,495	6,350	145	11,790	11,645	54,435
Total Operating Expenses	<u>435,402</u>	<u>670,176</u>	<u>234,774</u>	<u>1,029,417</u>	<u>1,394,864</u>	<u>365,447</u>	<u>8,027,839</u>
Income (Loss) before Transfers	(435,402)	(670,176)	234,774	(1,029,417)	(1,394,864)	365,447	(8,027,839)
Transfers In	<u>435,402</u>	<u>670,176</u>	<u>(234,774)</u>	<u>1,029,417</u>	<u>1,394,864</u>	<u>(365,447)</u>	<u>8,027,839</u>
Total Transfers	<u>435,402</u>	<u>670,176</u>	<u>(234,774)</u>	<u>1,029,417</u>	<u>1,394,864</u>	<u>(365,447)</u>	<u>8,027,839</u>
Change in Net Position	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



NORTH TEXAS MOBILITY CORPORATION

STATEMENT OF NET POSITION

AS OF NOVEMBER 30, 2020

(UNAUDITED)

	November 30, 2020	October 31, 2020	Change
Assets			
Operating Cash & Cash Equivalents	\$ 284,088	\$ 364,848	\$ (80,760)
Accounts & Notes Receivable	-	663	(663)
Prepaid Expenses	91,582	-	91,582
Total Assets	<u>375,670</u>	<u>365,511</u>	<u>10,159</u>
Liabilities			
Accounts Payable and Accrued Expenses	<u>375,670</u>	<u>365,511</u>	<u>10,159</u>
Total Liabilities	<u>375,670</u>	<u>365,511</u>	<u>10,159</u>
Net Position			
Change in Net Position	-	-	-
Total Net Position	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



NORTH TEXAS MOBILITY CORPORATION

CHANGE IN NET POSITION

MONTH AND YEAR TO DATE AS OF DECEMBER 31, 2020

(UNAUDITED)

Description	Month Ended December 31, 2020			Year to Date December 31, 2020			Annual Budget
	Actual	Budget	Variance	Actual	Budget	Variance	
Operating Expenses							
Salary, Wages and Benefits	\$ 504,684	\$ 527,009	\$ 22,325	\$ 1,493,346	\$ 1,823,015	\$ 329,669	\$ 7,451,314
Outsourced Services and Charges	22,372	33,190	10,818	44,629	99,666	55,037	399,919
Materials and Supplies	-	291	291	37	839	802	3,293
Insurance	9,158	10,022	864	27,475	30,066	2,591	118,878
Employee Development	194	3,670	3,476	339	15,460	15,121	54,435
Total Operating Expenses	<u>536,408</u>	<u>574,182</u>	<u>37,774</u>	<u>1,565,826</u>	<u>1,969,046</u>	<u>403,220</u>	<u>8,027,839</u>
Income (Loss) before Transfers	(536,408)	(574,182)	37,774	(1,565,826)	(1,969,046)	403,220	(8,027,839)
Transfers In	<u>536,408</u>	<u>574,182</u>	<u>(37,774)</u>	<u>1,565,826</u>	<u>1,969,046</u>	<u>(403,220)</u>	<u>8,027,839</u>
Total Transfers	<u>536,408</u>	<u>574,182</u>	<u>(37,774)</u>	<u>1,565,826</u>	<u>1,969,046</u>	<u>(403,220)</u>	<u>8,027,839</u>
Change in Net Position	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



NORTH TEXAS MOBILITY CORPORATION

STATEMENT OF NET POSITION
AS OF DECEMBER 31, 2020
(UNAUDITED)

	December 31, 2020	November 30, 2020	Change
Assets			
Operating Cash & Cash Equivalents	\$ 133,024	\$ 284,088	\$ (151,064)
Accounts & Notes Receivable	-	-	-
Prepaid Expenses	82,424	91,582	(9,158)
Total Assets	<u>215,448</u>	<u>375,670</u>	<u>(160,222)</u>
Liabilities			
Accounts Payable and Accrued Expenses	<u>215,448</u>	<u>375,670</u>	<u>(160,222)</u>
Total Liabilities	<u>215,448</u>	<u>375,670</u>	<u>(160,222)</u>
Net Position			
Change in Net Position	-	-	-
Total Net Position	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Board of Directors Memo

January 28, 2021

SUBJECT: NTMC CBA Negotiation Progress Report

Background

In June 2019, the North Texas Mobility Corporation assumed the Collective Bargaining Agreement (CBA) that was originally held between Transit Management of Denton County (TMDC) and Amalgamated Transit Union Local 1338. The terms of the CBA are from April 1, 2018 through March 31, 2021.

The CBA is for the purpose of collective bargaining with respect to rates of pay, wages, hours and conditions of employment. The CBA recognizes the Union as the exclusive representative for all full-time, part-time and seasonal bus operators employed by the respective company (excluding all office clerical operators, maintenance operators, dispatchers, managers, guards and supervisors as defined by the National Labor Relations Act).

The CBA provides rules and regulations, followed by both parties, for the areas below. The only modification to these rules and regulations are the mutually agreed to changes, amendments and supplements.

- Management Rights and Labor Prerogatives
- Management – Union Relations
- Union Representatives
- Check Off
- Seniority Rules and Regulations
- No Strikes / No Lockouts
- Probationary Period
- Bulletin Boards
- No Discrimination
- Discipline
- Grievance and Arbitration
- Extra Board/Voluntary Work List
- Bidding of Runs
- Seasonal Operators
- Employment
- Company Meetings
- Physical Examination
- Reduction in Force
- Pay Periods
- Work Week
- Part-Time Operators
- Employee Classifications
- Work Week and Pay Allowances
- Wages
- Insurance
- 401K Deductions

- Paid Time Off (PTO)
- Holidays
- Military Leave
- Leaves of Absence
- Jury Duty and Court Leave
- Funeral/Bereavement Leave
- Pass Privileges
- Accident Review Committee
- Commercial Drivers' License
- Promotions
- Uniforms
- Drug and Alcohol
- Contract Preproduction
- Savings Clause

As NTMC approaches the expiration of the CBA, they are required to provide notice of their request to bargain at least sixty (60) days prior to March 31, 2021. NTMC received official notice from ATU 1338 to bargain on January 4, 2021 and NTMC confirmed receipt of request – which meets the requirements set forth in the CBA.

Progress Report

Completed to Date:

- NTMC Board Discussion in Executive Session: November 11, 2020
- NTMC Board Discussion in Executive Session (with Labor Attorney): December 10, 2020
- Request from ATU to Bargain: January 4, 2021
 - NTMC management confirmed receipt of request
- Internal Management CBA Notes/Review Submitted to Labor Attorney: January 6, 2021
- NTMC Management Official Response to Request to Bargain: January 6, 2021
 - NTMC proposed February 23 and 24 to start in-person bargaining process
- Internal Management Strategy Meeting with Labor Attorney: January 19, 2021 (first of several)

Pending:

- Continued NTMC management strategy discussions
- Coordination with ATU of in-person bargaining dates
- Coordination of off-site location for purpose of bargaining

Submitted By: 

Nicole Recker, NTMC Vice President



Board of Directors Meeting Minutes for:

December 10, 2020

Regular Meeting Minutes

The Board of Directors of the Denton County Transportation Authority convened the Regular Meeting of the Board of Directors with Cesar Molina, Vice Chair presiding on December 10, 2020 remotely using Zoom Meeting.

Attendance

Voting Members

Chris Watts, Chair, Denton (present 12:22-1:28pm)
Cesar Molina, Vice Chair, Denton County
Sam Burke, Secretary, Denton County
Dianne Costa, Highland Village
TJ Gilmore, Lewisville
John Ryan, Denton Alternate for Chair Watts (left at 1pm)

Non-voting Members

Tom Winterburn, Corinth
Dennie Franklin, Frisco
Connie White, Small Cities
Mark Miller, Flower Mound
Joe Perez, The Colony

Legal Counsel

Joe Gorfida, NJDHS

DCTA Executive Staff

Raymond Suarez, CEO
Kristina Holcomb, Deputy Chief Executive Officer
Marisa Perry, Chief Financial Officer/Vice President of Finance
Nicole Recker, Vice President of Mobility Services and Administration

Guest Speakers

Chris Newport, Accenture
Dalia Leven, Accenture
Scott Boone, Accenture

Other DCTA Staff Attendees

Brandy Pedron, Executive Administrator
Lindsey Baker, Director of Government Affairs
Rusty Comer, Manager of Bus Administration
Troy Raley, Senior Director of Mobility Services
Tim Palermo,
Athena Forrester, Assistant Vice President of Regulatory Compliance/DBE Liaison
Amber Karkauskas, Controller

Public Attendees

Kristen Green, City of Lewisville Alternate
Shannon Joski, Denton County Alternate
Mayor Charlotte Wilcox, Highland Village Alternate
Claire Powell, City of Lewisville
Paul Stevens, Highland Village
Brandi Bird, Bird Advocacy & Consulting
Justin Grass, DRC
Paula Richardson, NTMC
Jim Owen, NTMC
Jason April, AECOM
Andrew Ittigson, AECOM
Kday

CALL TO ORDER *Vice Chair Molina called the meeting to order and announced the presence of a quorum at 10:01 am.*

INVOCATION *Director Costa led the Invocation.*

PUBLIC COMMENT *Vice Chair Molina read public comments submitted by Paula Richardson and Jim Owen.*

CONSENT AGENDA

1. Consider Approval of November 12, 2020 Meeting Minutes *Minutes provided in meeting packet.*

2. **Consider Approval of Monthly Financial Statements for October 2020** *Memo and exhibits provided in meeting packet.*
3. **Consider Approval of Lyft Task Order 13 for Service at Trinity Metro Alliance ZIPZONE** *Memo, Interlocal Agreement, and Task Order provided in meeting packet.*
4. **Consider Approval of Irving Holdings Task Order 3 Revision 1 for MUTD Taxi Service** *Memo, Interlocal Agreement, and Task Orders provided in meeting packet.*
 - *A Motion to approve Consent Agenda items 1 - 4 as presented was made by Board Member Costa. The motion was seconded by Secretary Burke. All board members voted yes. Motion passed unanimously by the Board with no abstentions.*

INFORMATIONAL REPORTS - *The following information reports were presented to the Board in the Board Packets for review.*

1. **Monthly Financial Reports**
2. **Ridership Trend Report**
3. **Quarterly Social Service Agency Roundtable Recap Report (October 2020)** – *Board Member Costa requested information on when the next meeting would be held.*
4. **City of Denton Mayhill Overpass Project**
5. **City of Lewisville Andes Metal Rail Quiet Zone Project**

No other questions were asked by Board Members.

REGULAR AGENDA

1. **Discuss Transformation Initiative and Consider Agency Priority Projects and Service Standards**
Nicole Recker, VP of Mobility Services & Administration and Chris Newport with Accenture presented the final Transformation Initiative Task Order #1 report, including “Agency Priorities” and “Service Standard” details and recommendations. A summary of recommended “Service Standards” was be provided in the board meeting presentation.

[Recess from 12:00-12:10pm]

Agency Priorities – Secretary Burke moves approval; Seconded by Board Member Gilmore. All Board Members voted yes; passes unanimously.

Service Standards – Board Member Costa offered a motion, but rescinded after further discussion. Board Member Gilmore moves to recommend service plan for MaaS providers;

Seconded by Board Member Costa. All Board Members voted yes; passes unanimously.

[Chair Watts left at 1:28pm]

2. Discuss and Consider Authorizing the CEO to Negotiate Task Order #2 with Accenture, LLC for Transformation Initiative Project Management Office (PMO) Services

Nicole Recker, VP of Mobility Services and Administration, and Raymond Suarez, CEO, presented on the Task Order #2 with Accenture. Chris Newport explained the draft document related to the PMO Framework.

Board Member Costa moves to approve; Board Member Gilmore seconds motion; All present Board Members voted yes; passes unanimously

3. Discuss and Consider Approval of the Draft Legislative Communications Policy Related to the 87th Texas Legislative Session

Kristina Holcomb, Deputy CEO presented a revised Legislative Communications Policy for the 87th Texas Legislative Session.

Secretary Burke moves to approve; Board Member Gilmore seconds motion; Molina, Burke, Gilmore, voted yes; Costa voted no; motion passes 3-1.

4. Discuss and Consider Monsignor King (MK101) Fare Structure

Nicole Recker, VP of Mobility Services and Administration presented on MK101 Fare structure.

Board Member Costa moves to approve; Secretary Burke seconds motion; All present Board Members vote yes; passes unanimously.

5. Discuss DCTA & DART Regional Partnership Update

Kristina Holcomb, Deputy CEO presented on DCTA & DART Regional Partnership opportunity to construct a Joint Rail Operations Facility at DCTA's Rail Operations and Maintenance Facility in Lewisville. Updated information was sent to the Board on December 9, 2020.

Board Member Costa moved to authorize the CEO to execute the Letter of Intent with DART; Vice Chair Molina seconds the motion; All present Board Members vote yes; passes unanimously.

6. Discuss DCTA Priority Actions

Nicole Recker, VP of Mobility Services and Administration briefed the board on the following initiatives:

Service planning, Transformation Initiative final results, and planning for MaaS on-demand for member cities – MaaS proposals will not be ready until January 28, 2021; Trinity Metro partnership options for providing bus operations and maintenance; Coordination with NTMC to open the collective bargaining agreement for negotiation – NTMC meeting on January 15 will be cancelled in order to hold a Joint DCTA/NTMC Board meeting on January 28, 2021.



7. Discuss Activities Associated with the COVID-19 Pandemic

Kristina Holcomb, Deputy CEO, referenced the backup information and there were no questions or further discussion from the Board of Directors.

8. Discuss North Texas Xpress Service

Nicole Recker, VP of Mobility Services and Administration received confirmation from the Board that they would like staff to explore alternative service delivery options to increase ridership and decrease cost. Staff will model service options for future Board consideration.

9. Discuss and Consider Approval of the Transportation Reinvestment Program (TRiP) Related Administrative Functions and Cost Estimate

Kristina Holcomb, Deputy CEO facilitated a discussion regarding anticipated TRiP administrative workflow and initial annual administrative cost estimates.

All present Board Members voted yes; passes unanimously.

10. Discuss Local & Regional Transportation and Legislative Issues

Board Member Costa briefed the Board on RTC and DRMC meetings. Raymond Suarez, CEO, mentioned that Trinity Metro has asked to be part of DCTA's P3 legislative initiative. DCTA is in the process of crafting a draft bill; more information will be provided/discussed at the January Board meeting.

FUTURE AGENDA ITEMS AND BOARD MEMBER REQUESTS – *Board Member Costa requested information on staff composition and merit increases.*

CONVENE EXECUTIVE SESSION – *The Board did not convene into executive session.*

RECONVENE OPEN SESSION – *The Board did not convene into executive session.*

ADJOURN – *Motion to adjourn the meeting was made and the meeting was adjourned at 12:50 p.m.*

The minutes of the December 10, 2020 Board of Directors Meeting were passed and approved by a vote on this 28th day of January 2021.

Chris Watts, Chair

ATTEST

Sam Burke, Secretary

Board of Directors Memo

January 28, 2021

SUBJECT: Monthly Financial Statements for November 2020

Background

The financial statements are presented monthly to the Board of Directors for acceptance. The reports presented for the period ending November 30, 2020 include the Statement of Change in Net Position, Statement of Net Position, and Capital Projects Fund. These reports provide a comparison of budget vs. actual for the fiscal year as of the current month.

Previous Board Activity & Action

There has been no previous Board-level activity on this item.

Identified Need

Provides the Board a review of the agency's financial position and performance to budget.

Financial Impact

The following are major variances between year-to-date budget and year-to-date actuals, which are annotated on the Statement of Change in Net Position.

- **Note A:** Passenger Revenues – YTD favorable by \$4k primarily due to rail passenger revenues as the YTD average fare per rider was \$2.51 compared to budgeted \$1.50 fare per rider; conversely the YTD FY21 rail ridership of 17k was 25% less than budgeted ridership of 23k. YTD bus ridership in Connect, Access, North Texas Xpress, Frisco and CCT of 40k was 17% lower than budgeted ridership of 48k which resulted in unfavorable revenue variances compared to budget. Ridership remained under budget throughout the month of November in response to COVID-19.

		YTD FY21 Actual Ridership	YTD FY21 Budgeted Ridership	% Variance, Actual to Budget	YTD FY20 Actual Ridership	% Variance, Actual to Prior Yr
Total Rail Ridership		16,837	22,512	-25%	75,041	-78%
Connect		35,617	40,531	-12%	103,093	-65%
Access & Zone Service		3,073	5,313	-42%	7,416	-59%
Frisco	(A)	400	1,173	-66%	1,956	-80%
Collin County Transit	(A)	1,662	772	115%	2,762	-40%
North Texas Express		868	707	23%	3,178	-73%
University of North Texas	(B)	60,434	154,824	-61%	436,226	-86%
Special Movements	(B)	-	-	N/A	2,654	-100%
Total Bus Ridership		102,054	203,320	-50%	557,285	-82%
Vanpool	(B)	31,871	-	N/A	25,292	26%
Total System Ridership		150,762	225,832	-33%	657,618	-77%

(A) Includes Demand Response service and Taxi service.

(B) These ridership numbers are not linked to passenger revenues and are shown for information purposes only to include all system ridership. DCTA is installing trail counters with an anticipated usage reporting in early FY21.

- **Note B:** Contract Service Revenue – YTD unfavorable by \$131k primarily due to lower than budgeted revenue hours and billable fuel costs. Actual YTD billed demand response service for Frisco and CCT was under budget by roughly \$55k. Average YTD pass-through fuel cost of \$1.48/gallon was 46% lower than budgeted \$2.75/gallon and YTD usage of 18k gallons was 37% lower than budgeted usage of 29k gallons (\$53k decreased revenue). Additionally, Special Movements, Lyft, and Taxi services were all under budget (\$10k decreased revenue).
- **Note C:** Sales Tax Revenue – November sales tax revenue was not received as of month-end close and was accrued for the month based on budget. Sales tax generated in November was received in January.
- **Note D:** Federal/State Grants - Capital – YTD unfavorable by \$669k mainly due to timing differences of drawdowns for Positive Train Control funding. Reimbursement will be requested as project progress payments are made.

	YTD FY21 Actual Revenue	YTD FY21 Budgeted Revenue	Variance, Actual to Budget
PTC Implementation & Enhancements	\$ -	\$ 668,800	\$ (668,800)
	<u>\$ -</u>	<u>\$ 668,800</u>	<u>\$ (668,800)</u>

- **Note E:** Federal/State Grants - Operating – YTD unfavorable by \$1.4 million mainly due to timing differences of drawdowns with CARES Act funding. Reimbursement requests will be made as drawdown calculations are finalized.

	YTD FY21 Actual Revenue	YTD FY21 Budgeted Revenue	Variance, Actual to Budget
Bus Preventive Maintenance	\$ 63,340	\$ 315,554	\$ (252,214)
Rail Preventive Maintenance	-	-	-
Bus Operating Assistance	-	421,985	(421,985)
Rail Operating Assistance	-	595,898	(595,898)
ADA Assistance	23,759	50,000	(26,241)
Vanpool	-	50,260	(50,260)
Safety & Security Equipment	-	10,718	(10,718)
NCTCOG Train the Trainer	27,389	66,600	(39,211)
	<u>\$ 114,488</u>	<u>\$ 1,511,015</u>	<u>\$ (1,396,527)</u>

Recommendation

Staff recommends approval.


Exhibits

Exhibit 1(a): Monthly Financial Statements – November 2020

Exhibit 1(b): Capital Projects Budget Report – November 2020

Submitted By: 
Amber Karkauskas, Controller

Final Review: 
Marisa Perry, CPA, Chief Financial Officer/VP of Finance

Approval: 
Raymond Suarez, Chief Executive Officer



DENTON COUNTY TRANSPORTATION AUTHORITY

CHANGE IN NET POSITION

MONTH AND YEAR TO DATE AS OF NOVEMBER 30, 2020

(UNAUDITED)

Description	Month Ended November 30, 2020			Year to Date November 30, 2020			Annual Budget
	Actual	Budget	Variance	Actual	Budget	Variance	
Revenue and Other Income							
Passenger Revenues	\$ 41,055	\$ 34,724	\$ 6,331	\$ 82,823	\$ 79,120	\$ 3,703	\$ 580,291 Note A
Contract Service Revenues	283,728	327,789	(44,061)	593,360	724,005	(130,645)	3,458,402 Note B
Sales Tax Revenues	2,933,567	1,712,280	1,221,287	4,656,853	3,435,566	1,221,287	26,624,124 Note C
Federal/State Grants - Capital	-	668,800	(668,800)	-	668,800	(668,800)	6,094,359 Note D
Federal/State Grants - Operating	114,488	264,246	(149,758)	114,488	1,511,015	(1,396,527)	16,506,873 Note E
Total Revenues and Other Income	<u>3,372,838</u>	<u>3,007,839</u>	<u>364,999</u>	<u>5,447,524</u>	<u>6,418,506</u>	<u>(970,982)</u>	<u>53,264,049</u>
Operating Expenses							
Salary, Wages and Benefits	273,683	347,005	73,322	636,209	722,656	86,447	4,193,211
Outsourced Services and Charges	130,574	275,475	144,901	208,984	941,803	732,819	3,955,959
Materials and Supplies	102,135	243,706	141,571	156,487	511,719	355,232	2,917,735
Utilities	26,998	42,436	15,438	37,483	84,906	47,423	506,668
Insurance	231,006	140,658	(90,348)	231,006	281,316	50,310	1,681,336
Purchased Transportation Services	767,607	898,673	131,066	1,472,886	1,799,558	326,672	10,732,539
Employee Development	578	20,507	19,929	3,548	70,518	66,970	241,304
Leases and Rentals	19,468	19,584	116	30,278	39,238	8,960	238,468
Depreciation	798,928	798,591	(337)	1,596,976	1,598,230	1,254	10,489,375
Total Operating Expenses	<u>2,350,977</u>	<u>2,786,635</u>	<u>435,658</u>	<u>4,373,857</u>	<u>6,049,944</u>	<u>1,676,087</u>	<u>34,956,595</u>
Income Before Non-Operating Revenues and Expenses	1,021,860	221,204	800,656	1,073,667	368,562	705,105	18,307,454
Non-Operating Revenues / (Expense)							
Investment Income	9,675	8,330	1,345	11,945	16,660	(4,715)	100,000
Gain (Loss) on Disposal of Assets	-	-	-	3,850	-	3,850	-
Fare Evasion Fee	-	-	-	-	-	-	-
Other Income/(Expense) - Miscellaneous	1,018	-	1,018	1,390	-	1,390	-
Long Term Debt Interest/Expense	(160,251)	(70,090)	(90,161)	(230,323)	(140,180)	(90,143)	(841,080)
Total Non-Operating Revenues / (Expenses)	<u>(149,559)</u>	<u>(61,760)</u>	<u>(87,799)</u>	<u>(213,139)</u>	<u>(123,520)</u>	<u>(89,619)</u>	<u>(741,080)</u>
Income (Loss) before Transfers	872,302	159,444	712,858	860,528	245,042	615,486	17,566,374
Transfers Out	(435,402)	(670,176)	234,774	(1,029,417)	(1,394,864)	365,447	(8,027,839)
Total Transfers	<u>(435,402)</u>	<u>(670,176)</u>	<u>234,774</u>	<u>(1,029,417)</u>	<u>(1,394,864)</u>	<u>365,447</u>	<u>(8,027,839)</u>
Change in Net Position	<u>\$ 436,899</u>	<u>\$ (510,732)</u>	<u>\$ 947,631</u>	<u>\$ (168,889)</u>	<u>\$ (1,149,822)</u>	<u>\$ 980,933</u>	<u>\$ 9,538,535</u>



DENTON COUNTY TRANSPORTATION AUTHORITY

STATEMENT OF NET POSITION

AS OF NOVEMBER 30, 2020

(UNAUDITED)

	November 30, 2020	October 31, 2020	Change
Assets			
Current Assets			
Operating Cash & Cash Equivalents	\$ 30,819,979	\$ 30,279,399	\$ 540,580
Reserves: Cash & Cash Equivalents	6,525,415	6,472,219	53,196
Reserves: Investments	5,554,111	5,554,111	-
Accounts & Notes Receivable	8,331,682	9,274,144	(942,462)
Prepaid Expenses	1,362,522	187,322	1,175,200
Inventory	30,915	30,038	877
Restricted Asset-Cash and Equivalents	1,538,111	1,539,921	(1,811)
Total Current Assets	54,162,733	53,337,153	825,580
Non-Current Assets			
Land	17,394,146.74	17,394,146.74	-
Land Improvements	12,148,631	12,166,782	(18,151)
Machinery & Equipment	5,243,986	5,243,986	-
Vehicles	92,885,535	92,885,535	-
Computers & Software	1,791,431	1,791,431	-
Intangible Assets	16,997,155	16,997,155	-
Construction in Progress	20,586,316	19,996,181	590,135
Other Capital Assets, Net	234,616,978	234,616,978	-
Accumulated Depreciation	(88,687,561)	(87,888,633)	(798,928)
Net Pension Asset	25,989	-	25,989
Total Non-Current Assets	313,002,607	313,203,561	(200,955)
Total Assets	367,165,340	366,540,715	624,625
Deferred Outflow of Resources			
Deferred Outflows Related to Pensions	290,447	369,652	(79,205)
Total Deferred Outflow of Resources	290,447	369,652	(79,205)
Liabilities			
Current Liabilities			
Accounts Payable and Accrued Expenses	1,108,442	1,104,930	3,511
Deferred Revenues	51,637	53,663	(2,026)
Interest Payable	55,323	70,072	(14,749)
Retainage Payable	621,036	621,036	-
Total Current Liabilities	1,836,438	1,849,701	(13,263)
Non-Current Liabilities			
Rail Easement Payable	900,000	900,000	-
Bonds Payable	23,535,000	23,360,000	175,000
Net Pension Liability	-	109,285	(109,285)
Total Non-Current Liabilities	24,435,000	24,369,285	65,715
Total Liabilities	26,271,438	26,218,986	52,452
Deferred Inflow of Resources			
Deferred Inflows Related to Pensions	70,096	47,683	22,413
Total Deferred Inflow of Resources	70,096	47,683	22,413
Net Position			
Net Investment in Capital Assets	289,978,580	289,978,580	-
Unrestricted	51,304,562	51,270,906	33,656
Change in Net Position	(168,889)	(605,788)	436,899
Total Net Position	\$ 341,114,253	\$ 340,643,697	\$ 470,555



NORTH TEXAS MOBILITY CORPORATION

CHANGE IN NET POSITION

MONTH AND YEAR TO DATE AS OF NOVEMBER 30, 2020

(UNAUDITED)

Description	Month Ended November 30, 2020			Year to Date November 30, 2020			Annual Budget
	Actual	Budget	Variance	Actual	Budget	Variance	
Operating Expenses							
Salary, Wages and Benefits	\$ 394,678	\$ 620,315	\$ 225,637	\$ 988,662	\$ 1,296,006	\$ 307,344	\$ 7,451,314
Outsourced Services and Charges	22,226	33,087	10,861	22,257	66,476	44,219	399,919
Materials and Supplies	37	257	220	37	548	511	3,293
Insurance	18,316	10,022	(8,294)	18,316	20,044	1,728	118,878
Employee Development	145	6,495	6,350	145	11,790	11,645	54,435
Total Operating Expenses	<u>435,402</u>	<u>670,176</u>	<u>234,774</u>	<u>1,029,417</u>	<u>1,394,864</u>	<u>365,447</u>	<u>8,027,839</u>
Income (Loss) before Transfers	(435,402)	(670,176)	234,774	(1,029,417)	(1,394,864)	365,447	(8,027,839)
Transfers In	<u>435,402</u>	<u>670,176</u>	<u>(234,774)</u>	<u>1,029,417</u>	<u>1,394,864</u>	<u>(365,447)</u>	<u>8,027,839</u>
Total Transfers	<u>435,402</u>	<u>670,176</u>	<u>(234,774)</u>	<u>1,029,417</u>	<u>1,394,864</u>	<u>(365,447)</u>	<u>8,027,839</u>
Change in Net Position	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



NORTH TEXAS MOBILITY CORPORATION

STATEMENT OF NET POSITION

AS OF NOVEMBER 30, 2020

(UNAUDITED)

	November 30, 2020	October 31, 2020	Change
Assets			
Operating Cash & Cash Equivalents	\$ 284,088	\$ 364,848	\$ (80,760)
Accounts & Notes Receivable	-	663	(663)
Prepaid Expenses	91,582	-	91,582
Total Assets	<u>375,670</u>	<u>365,511</u>	<u>10,159</u>
Liabilities			
Accounts Payable and Accrued Expenses	<u>375,670</u>	<u>365,511</u>	<u>10,159</u>
Total Liabilities	<u>375,670</u>	<u>365,511</u>	<u>10,159</u>
Net Position			
Change in Net Position	-	-	-
Total Net Position	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

DENTON COUNTY TRANSPORTATION AUTHORITY

CAPITAL PROJECT FUND

AS OF NOVEMBER 30, 2020

Capital Project Number/Name	Project Budget	November 2020 Actuals Booked	Actuals Life To Date	\$ Under/ (Over) Budget	% of Budget (As of November 2020 Close)
Construction Work in Progress					
G&A Capital Projects					
Total 10302 · Infrastructure Acquisition	\$ 3,251,990	\$ -	\$ 2,605,264	\$ 646,726	80%
Total 10702 · TRIP Program	5,914,152	-	-	5,914,152	0%
Total G&A Capital Projects	9,166,142	-	2,605,264	6,560,878	28%
Bus Capital Projects					
Total 50306 · Major Maintenance - Bus	125,000	10,310	119,780	5,220	96%
Total 50411 · Integrated Fare Payment	600,000	-	-	600,000	0%
Total 50514 · Fleet (2020)	1,062,600	-	-	1,062,600	0%
Total 50515 · Fleet (2021)	1,880,100	-	875	1,879,225	0%
Total Bus Capital Projects	3,667,700	10,310	120,655	3,547,045	3%
Rail Capital Projects					
Total 61406.1 · Positive Train Control Implementation	16,720,141	3,512	15,916,996	803,145	95%
Total 61406.2 · Positive Train Control Enhancements	5,000,000	-	148,180	4,851,820	3%
Total 61605 · Brownfield Remediation	385,000	-	338,405	46,595	88%
Total 61715 · Trail Safety Improvements	181,157	-	170,507	10,650	94%
Total 61723 · Major Maintenance - Rail 2021	1,638,566	558,162	558,162	1,080,404	34%
Total 61723.1 · Canopy Repairs 2021	486,127	-	-	486,127	0%
Total Rail Capital Projects	24,410,991	561,674	17,132,250	7,278,741	70%
Total Construction Work in Progress	\$ 37,244,833	\$ 571,984	\$ 19,858,169	\$ 17,386,664	53%

Board of Directors Memo

January 28, 2021

SUBJECT: Monthly Financial Statements for December 2020

Background

The financial statements are presented monthly to the Board of Directors for acceptance. The reports presented for the period ending December 31, 2020 include the Statement of Change in Net Position, Statement of Net Position, and Capital Projects Fund. These reports provide a comparison of budget vs. actual for the fiscal year as of the current month.

Previous Board Activity & Action

There has been no previous Board-level activity on this item.

Identified Need

Provides the Board a review of the agency's financial position and performance to budget.

Financial Impact

The following are major variances between year-to-date budget and year-to-date actuals, which are annotated on the Statement of Change in Net Position.

- **Note A:** Passenger Revenues – YTD favorable by \$13k due to rail passenger revenues as the YTD average fare per rider was \$2.47 compared to budgeted \$1.50 fare per rider; conversely the YTD FY21 rail ridership of 24k was 20% less than budgeted ridership of 30k. YTD bus ridership in Connect, Access, North Texas Xpress, Frisco and CCT of 59k was 12% lower than budgeted ridership of 67k. Ridership remained under budget throughout the month of December in response to COVID-19.

		YTD FY21 Actual Ridership	YTD FY21 Budgeted Ridership	% Variance, Actual to Budget	YTD FY20 Actual Ridership	% Variance, Actual to Prior Yr
Total Rail Ridership		24,401	30,441	-20%	101,471	-76%
Connect		52,303	55,965	-7%	141,571	-63%
Access & Zone Service		4,614	7,572	-39%	10,544	-56%
Frisco	(A)	559	1,646	-66%	2,671	-79%
Collin County Transit	(A)	2,548	968	163%	3,939	-35%
North Texas Express		1,189	891	33%	3,932	-70%
University of North Texas	(B)	61,576	180,221	-66%	504,136	-88%
Special Movements	(B)	-	-	N/A	4,471	-100%
Total Bus Ridership		122,789	247,263	-50%	671,264	-82%
Vanpool	(B)	47,683	-	N/A	35,822	33%
Total System Ridership		194,873	277,704	-30%	808,557	-76%

(A) Includes Demand Response service and Taxi service.

(B) These ridership numbers are not linked to passenger revenues and are shown for information purposes only to include all system ridership. DCTA is installing trail counters with an anticipated usage reporting in early FY21.

- **Note B:** Contract Service Revenue – YTD unfavorable by \$144k primarily due to lower than budgeted revenue hours and billable fuel costs. Actual YTD billed demand response service for Frisco and CCT was under budget by roughly \$64k. Average YTD pass-through fuel cost of \$1.34/gallon was 51% lower than budgeted \$2.75/gallon and YTD usage of 21k gallons was 32% lower than budgeted usage of 31k gallons (\$57k decreased revenue). Additionally, Special Movements, Lyft, and Taxi services were all under budget (\$11k decreased revenue).
- **Note C:** Sales Tax Revenue – December sales tax revenue is not yet received and is accrued for the month based on budget. Sales tax generated in December will be received in February. The Sales Tax Report included in this agenda packet provides a more detailed Budget to Actual comparison of sales tax receipts collected through January, representing sales tax generated through November.
- **Note D:** Federal/State Grants - Capital – YTD unfavorable by \$826k mainly due to timing differences of drawdowns for Positive Train Control funding. Reimbursement requests will be made in the next few weeks once drawdown calculations are finalized.

	YTD FY21 Actual Revenue	YTD FY21 Budgeted Revenue	Variance, Actual to Budget
PTC Implementation & Enhancements	\$ 2,809	\$ 828,800	\$ (825,991)
	\$ 2,809	\$ 828,800	\$ (825,991)

- **Note E:** Federal/State Grants - Operating – YTD unfavorable by \$1.6 million mainly due to timing differences of drawdowns with CARES Act funding as well as Preventive Maintenance. Further reimbursement requests will be made as drawdown calculations are finalized.

	YTD FY21 Actual Revenue	YTD FY21 Budgeted Revenue	Variance, Actual to Budget
Bus Preventive Maintenance	\$ 131,799	\$ 490,862	\$ (359,063)
Rail Preventive Maintenance	-	419,885	(419,885)
Bus Operating Assistance	288,950	421,985	(133,035)
Rail Operating Assistance	25,281	595,897	(570,616)
ADA Assistance	44,952	75,000	(30,048)
Vanpool	41,911	75,819	(33,908)
Safety & Security Equipment	-	16,077	(16,077)
NCTCOG Train the Trainer	27,389	92,300	(64,911)
	\$ 560,282	\$ 2,187,825	\$ (1,627,543)

Recommendation

Staff recommends approval.


Exhibits

Exhibit 2(a): Monthly Financial Statements – December 2020

Exhibit 2(b): Capital Projects Budget Report – December 2020

Submitted By: 
Amber Karkauskas, Controller

Final Review: 
Marisa Perry, CPA, Chief Financial Officer/VP of Finance

Approval: 
Raymond Suarez, Chief Executive Officer



DENTON COUNTY TRANSPORTATION AUTHORITY

CHANGE IN NET POSITION

MONTH AND YEAR TO DATE AS OF DECEMBER 31, 2020

(UNAUDITED)

Description	Month Ended December 31, 2020			Year to Date December 31, 2020			Annual Budget
	Actual	Budget	Variance	Actual	Budget	Variance	
Revenue and Other Income							
Passenger Revenues	\$ 38,263	\$ 29,350	\$ 8,913	\$ 121,086	\$ 108,470	\$ 12,616	\$ 580,291 Note A
Contract Service Revenues	65,297	78,532	(13,235)	658,657	802,537	(143,880)	3,458,402 Note B
Sales Tax Revenues	3,030,206	2,124,605	905,601	7,687,059	5,560,171	2,126,888	26,624,124 Note C
Federal/State Grants - Capital	2,809	160,000	(157,191)	2,809	828,800	(825,991)	6,094,359 Note D
Federal/State Grants - Operating	445,794	676,810	(231,016)	560,282	2,187,825	(1,627,543)	16,506,873 Note E
Total Revenues and Other Income	<u>3,582,369</u>	<u>3,069,297</u>	<u>513,072</u>	<u>9,029,893</u>	<u>9,487,803</u>	<u>(457,910)</u>	<u>53,264,049</u>
Operating Expenses							
Salary, Wages and Benefits	338,422	347,005	8,583	974,631	1,069,661	95,030	4,193,211
Outsourced Services and Charges	568,611	352,777	(215,834)	777,595	1,294,580	516,985	3,955,959
Materials and Supplies	81,208	251,377	170,169	237,695	763,096	525,401	2,917,735
Utilities	42,832	42,449	(383)	80,314	127,355	47,041	506,668
Insurance	125,461	140,658	15,197	356,467	421,974	65,507	1,681,336
Purchased Transportation Services	810,419	898,227	87,808	2,283,305	2,697,785	414,480	10,732,539
Employee Development	9,615	12,767	3,152	13,163	83,285	70,122	241,304
Leases and Rentals	19,398	19,654	256	49,676	58,892	9,216	238,468
Depreciation	794,463	798,604	4,141	2,391,439	2,396,834	5,395	10,489,375
Total Operating Expenses	<u>2,790,428</u>	<u>2,863,518</u>	<u>73,090</u>	<u>7,164,285</u>	<u>8,913,462</u>	<u>1,749,177</u>	<u>34,956,595</u>
Income Before Non-Operating Revenues and Expenses	791,941	205,779	586,162	1,865,608	574,341	1,291,267	18,307,454
Non-Operating Revenues / (Expense)							
Investment Income	1,398	8,330	(6,932)	13,343	24,990	(11,647)	100,000
Gain (Loss) on Disposal of Assets	-	-	-	3,850	-	3,850	-
Fare Evasion Fee	-	-	-	-	-	-	-
Other Income/(Expense) - Miscellaneous	2,143	-	2,143	3,532	-	3,532	-
Long Term Debt Interest/Expense	(36,906)	(70,090)	33,184	(267,229)	(210,270)	(56,959)	(841,080)
Total Non-Operating Revenues / (Expenses)	<u>(33,365)</u>	<u>(61,760)</u>	<u>28,395</u>	<u>(246,504)</u>	<u>(185,280)</u>	<u>(61,224)</u>	<u>(741,080)</u>
Income (Loss) before Transfers	758,575	144,019	614,556	1,619,104	389,061	1,230,043	17,566,374
Transfers Out	(536,408)	(574,182)	37,774	(1,565,826)	(1,969,046)	403,220	(8,027,839)
Total Transfers	<u>(536,408)</u>	<u>(574,182)</u>	<u>37,774</u>	<u>(1,565,826)</u>	<u>(1,969,046)</u>	<u>403,220</u>	<u>(8,027,839)</u>
Change in Net Position	<u>\$ 222,167</u>	<u>\$ (430,163)</u>	<u>\$ 652,330</u>	<u>\$ 53,278</u>	<u>\$ (1,579,985)</u>	<u>\$ 1,633,263</u>	<u>\$ 9,538,535</u>



DENTON COUNTY TRANSPORTATION AUTHORITY

STATEMENT OF NET POSITION AS OF DECEMBER 31, 2020 (UNAUDITED)

	December 31, 2020	November 30, 2020	Change
Assets			
Current Assets			
Operating Cash & Cash Equivalents	\$ 33,618,659	\$ 30,819,979	\$ 2,798,680
Reserves: Cash & Cash Equivalents	6,525,790	6,525,415	375
Reserves: Investments	5,546,323	5,554,111	(7,789)
Accounts & Notes Receivable	6,125,066	8,331,682	(2,206,616)
Prepaid Expenses	1,254,797	1,362,522	(107,725)
Inventory	44,527	30,915	13,612
Restricted Asset-Cash and Equivalents	1,538,265	1,538,111	154
Total Current Assets	54,653,425	54,162,733	490,692
Non-Current Assets			
Land	17,394,146.74	17,394,146.74	-
Land Improvements	12,148,631	12,148,631	-
Machinery & Equipment	5,243,986	5,243,986	-
Vehicles	92,885,535	92,885,535	-
Computers & Software	1,791,431	1,791,431	-
Intangible Assets	16,997,155	16,997,155	-
Construction in Progress	20,587,550	20,586,316	1,234
Other Capital Assets, Net	234,616,978	234,616,978	-
Accumulated Depreciation	(89,482,024)	(88,687,561)	(794,463)
Net Pension Asset	25,989	25,989	-
Total Non-Current Assets	312,209,378	313,002,607	(793,229)
Total Assets	366,862,803	367,165,340	(302,537)
Deferred Outflow of Resources			
Deferred Outflows Related to Pensions	290,447	290,447	-
Total Deferred Outflow of Resources	290,447	290,447	-
Liabilities			
Current Liabilities			
Accounts Payable and Accrued Expenses	547,884	1,108,442	(560,558)
Deferred Revenues	50,585	51,637	(1,052)
Interest Payable	92,229	55,323	36,906
Retainage Payable	621,036	621,036	-
Total Current Liabilities	1,311,734	1,836,438	(524,704)
Non-Current Liabilities			
Rail Easement Payable	900,000	900,000	-
Bonds Payable	23,535,000	23,535,000	-
Net Pension Liability	-	-	-
Total Non-Current Liabilities	24,435,000	24,435,000	-
Total Liabilities	25,746,734	26,271,438	(524,704)
Deferred Inflow of Resources			
Deferred Inflows Related to Pensions	70,096	70,096	-
Total Deferred Inflow of Resources	70,096	70,096	-
Net Position			
Net Investment in Capital Assets	289,978,580	289,978,580	-
Unrestricted	51,304,562	51,304,562	-
Change in Net Position	53,278	(168,889)	222,167
Total Net Position	\$ 341,336,420	\$ 341,114,253	\$ 222,167



NORTH TEXAS MOBILITY CORPORATION

CHANGE IN NET POSITION

MONTH AND YEAR TO DATE AS OF DECEMBER 31, 2020

(UNAUDITED)

Description	Month Ended December 31, 2020			Year to Date December 31, 2020			Annual Budget
	Actual	Budget	Variance	Actual	Budget	Variance	
Operating Expenses							
Salary, Wages and Benefits	\$ 504,684	\$ 527,009	\$ 22,325	\$ 1,493,346	\$ 1,823,015	\$ 329,669	\$ 7,451,314
Outsourced Services and Charges	22,372	33,190	10,818	44,629	99,666	55,037	399,919
Materials and Supplies	-	291	291	37	839	802	3,293
Insurance	9,158	10,022	864	27,475	30,066	2,591	118,878
Employee Development	194	3,670	3,476	339	15,460	15,121	54,435
Total Operating Expenses	<u>536,408</u>	<u>574,182</u>	<u>37,774</u>	<u>1,565,826</u>	<u>1,969,046</u>	<u>403,220</u>	<u>8,027,839</u>
Income (Loss) before Transfers	(536,408)	(574,182)	37,774	(1,565,826)	(1,969,046)	403,220	(8,027,839)
Transfers In	<u>536,408</u>	<u>574,182</u>	<u>(37,774)</u>	<u>1,565,826</u>	<u>1,969,046</u>	<u>(403,220)</u>	<u>8,027,839</u>
Total Transfers	<u>536,408</u>	<u>574,182</u>	<u>(37,774)</u>	<u>1,565,826</u>	<u>1,969,046</u>	<u>(403,220)</u>	<u>8,027,839</u>
Change in Net Position	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



NORTH TEXAS MOBILITY CORPORATION

STATEMENT OF NET POSITION

AS OF DECEMBER 31, 2020

(UNAUDITED)

	December 31, 2020	November 30, 2020	Change
Assets			
Operating Cash & Cash Equivalents	\$ 133,024	\$ 284,088	\$ (151,064)
Accounts & Notes Receivable	-	-	-
Prepaid Expenses	82,424	91,582	(9,158)
Total Assets	<u>215,448</u>	<u>375,670</u>	<u>(160,222)</u>
Liabilities			
Accounts Payable and Accrued Expenses	<u>215,448</u>	<u>375,670</u>	<u>(160,222)</u>
Total Liabilities	<u>215,448</u>	<u>375,670</u>	<u>(160,222)</u>
Net Position			
Change in Net Position	-	-	-
Total Net Position	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

DENTON COUNTY TRANSPORTATION AUTHORITY

CAPITAL PROJECT FUND

AS OF DECEMBER 31, 2020

Capital Project Number/Name	Project Budget	December 2020 Actuals Booked	Actuals Life To Date	\$ Under/ (Over) Budget	% of Budget (As of December 2020 Close)
Construction Work in Progress					
G&A Capital Projects					
Total 10302 · Infrastructure Acquisition	\$ 3,251,990	\$ -	\$ 2,605,264	\$ 646,726	80%
Total 10702 · TRiP Program	5,914,152	-	-	5,914,152	0%
Total G&A Capital Projects	9,166,142	-	2,605,264	6,560,878	28%
Bus Capital Projects					
Total 50306 · Major Maintenance - Bus	125,000	-	119,780	5,220	96%
Total 50411 · Integrated Fare Payment	600,000	-	-	600,000	0%
Total 50514 · Fleet (2020)	1,062,600	-	-	1,062,600	0%
Total 50515 · Fleet (2021)	1,880,100	-	875	1,879,225	0%
Total Bus Capital Projects	3,667,700	-	120,655	3,547,045	3%
Rail Capital Projects					
Total 61406.1 · Positive Train Control Implementation	16,720,141	1,234	15,918,230	801,911	95%
Total 61406.2 · Positive Train Control Enhancements	5,000,000	-	148,180	4,851,820	3%
Total 61605 · Brownfield Remediation	385,000	-	338,405	46,595	88%
Total 61715 · Trail Safety Improvements	181,157	-	170,507	10,650	94%
Total 61723 · Major Maintenance - Rail 2021	1,638,566	-	558,162	1,080,404	34%
Total 61723.1 · Canopy Repairs 2021	486,127	-	-	486,127	0%
Total Rail Capital Projects	24,410,991	1,234	17,133,484	7,277,507	70%
Total Construction Work in Progress	\$ 37,244,833	\$ 1,234	\$ 19,859,403	\$ 17,385,430	53%

Board of Directors Memo

January 28, 2021

SUBJECT: Quarterly Investment Report Q1 FY21

Background

The Texas Public Funds Investment Act and DCTA's investment policy require a quarterly investment report signed by DCTA's Investment Officers be presented to the DCTA Board of Directors. The report must include a detail of DCTA's investment position, beginning and ending book and market value of each investment for the quarter, a comparison of the performance of DCTA's portfolio compared to other benchmarks, and a statement of compliance of the investment portfolio with DCTA Investment Policy, Investment Strategy, and the Public Funds Investment Act.

Previous Board Activity & Action

There has been no previous Board-level activity on this item.

Identified Need

Provides the Board of Directors a quarterly status of DCTA's investment position.

Financial Impact

This item is included for informational purposes only; there is no financial impact associated with this item.

Recommendation

Staff recommends approval of the quarterly investment report for Q1 FY21.

Exhibits

Exhibit 3: Quarterly Investment Report Q1 FY21

Submitted By:


Amber Karkauskas, Controller

Final Review:


Marisa Perry, CPA, CFO/VP of Finance

Approval:


Raymond Suarez, CEO



Investment Portfolio Summary

Denton County Transportation Authority



For the Quarter Ended

December 31, 2020

Prepared by
HilltopSecurities Asset Management

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Report Name

Certification Page

Executive Summary

Benchmark Comparison

Detail of Security Holdings

Change in Value

Earned Income

Investment Transactions

Amortization and Accretion

Projected Fixed Income Cash Flows

MARKET RECAP - DECEMBER 2020:

The fourth quarter story was multifaceted, with a global resurgence of the virus, FDA approval of two extremely effective vaccines, a contested election that will presumably result in a Biden presidency, and signs of a slowdown in economic growth. During the quarter, Covid-19 hospitalizations quadrupled and the total number of Covid deaths jumped by 70%. Because the broad economy remained open for the most part during the holidays, experts are bracing for another rise in cases in January.

Economic data released during December confirmed prior signals that the economic recovery was slipping. The ISM manufacturing index fell from 59.3 to a still solid 56.7, but the employment index was more concerning as it fell from 53.2 into contraction territory at 48.4. November's employment report confirmed that signal and was clear in its depiction of moderating job growth with nonfarm payrolls increasing just 245k, well below the 460k median forecast. Payrolls are still down more than 10 million from the pre-pandemic period early in the year. The sidelined workers primarily represent the service sector, with restaurants, bars, gyms, conferences and sporting events still far from normal. The unemployment rate dropped from 6.9% to 6.7% last month, although this improvement is a little deceptive as it was driven by a decline in the labor force participation rate which, at 61.5%, is now within one tenth of a 45-year low. First time filings for unemployment benefits spiked to a three-month high of 892k in mid-December and stubbornly remain nearly 4x pre-pandemic norms. Some 20 million Americans continue to receive unemployment benefits in combined state and federal programs. Consumer spending has slowed as well, with overall retail sales for November down -1.1% following a downwardly revised -0.1% October decline. Inflation remains on the backburner with overall CPI holding steady at +1.6% year-over-year, while core CPI runs at a +1.2% pace. The 2020 housing boom finally moderated with existing home sales slipping by -2.5% in November, breaking a five-month string of advances. However, the 6.7 million unit annualized sales pace was still +25.8% above the same period a year ago. New home sales dropped -11.0% in November but are still up more than +20% year-over-year.

It's important to note that the recovery thus far has been wildly uneven. Census data revealed in early December that nearly 83 million adults in the U.S. are finding it "somewhat" or "very difficult" to cover basic monthly expenses such as food, rent or mortgage, car payments, medical expenses, or student loans. This is in sharp contrast to the surge in overall wealth that has driven household net worth to a new record high. Congress did finally pass an aid package by the end of the year, offering another month of eviction protection, an extension of federal jobless benefits and a \$600 stimulus check for individuals, in addition to a replenishing of the Paycheck Protection Program.

The forward-looking stock markets focused on the vaccine rollout and the additional aid package rather than the rapid spread of the virus and the weakening economic numbers. Both the DOW and the S&P 500 closed the year at fresh record highs. First quarter GDP growth is likely to be relatively weak, but should improve in subsequent quarters as an increasing number of Americans are vaccinated and begin a return to pre-pandemic normality.



Denton County Transportation Authority
Investment Officers' Certification

For the Quarter Ended
December 31, 2020

This report is prepared for the **Denton County Transportation Authority** (the "Entity") in accordance with Chapter 2256 of the Texas Public Funds Investment Act ("PFIA"). Section 2256.023(a) of the PFIA states that: "Not less than quarterly, the investment officer shall prepare and submit to the governing body of the entity a written report of the investment transactions for all funds covered by this chapter for the preceding reporting period." This report is signed by the Entity's investment officers and includes the disclosures required in the PFIA. To the extent possible, market prices have been obtained from independent pricing sources.

The investment portfolio complied with the PFIA and the Entity's approved Investment Policy and Strategy throughout the period. All investment transactions made in the portfolio during this period were made on behalf of the Entity and were made in full compliance with the PFIA and the approved Investment Policy.

Officer Names and Titles:

	
Name: Marisa Perry, CPA	Title: Chief Financial Officer/VP of Finance
	
Name: Raymond Suarez	Title: Chief Executive Officer



Denton County Transportation Authority
Executive Summary
 As of 12/31/20

Account Summary

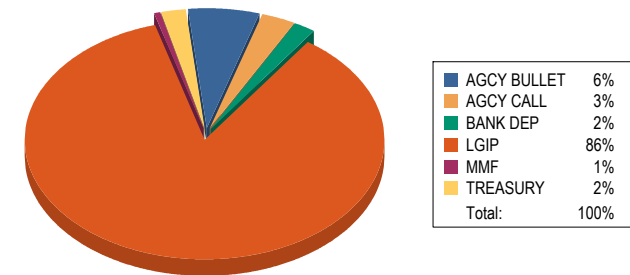
Allocation by Security Type

Beginning Values as of 09/30/20

Ending Values as of 12/31/20

Par Value	44,780,777.93	47,418,119.33
Market Value	44,845,124.28	47,464,441.83
Book Value	44,817,798.40	47,446,316.65
Unrealized Gain/(Loss)	27,325.88	18,125.18
Market Value %	100.06%	100.04%

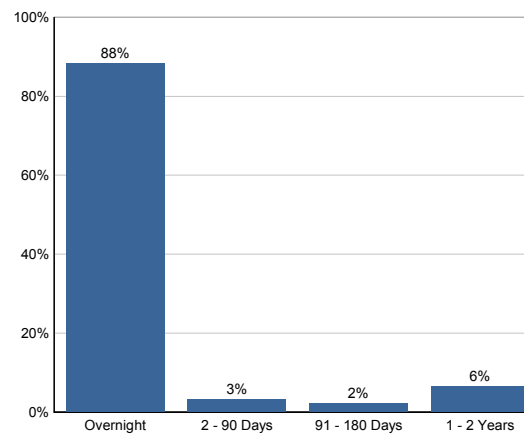
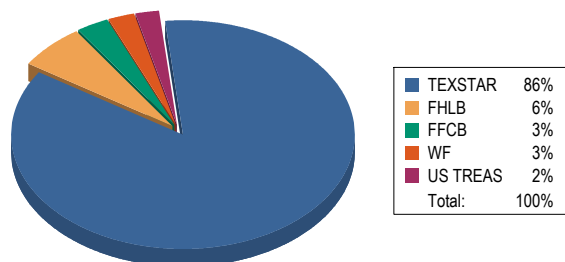
Weighted Avg. YTW	0.270%	0.172%
Weighted Avg. YTM	0.270%	0.172%



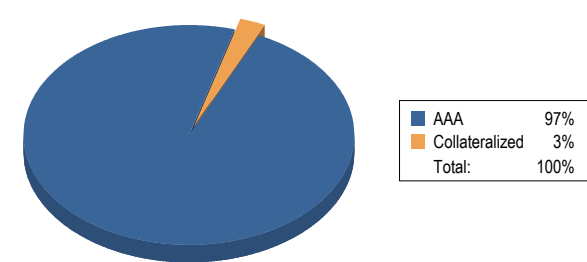
Allocation by Issuer

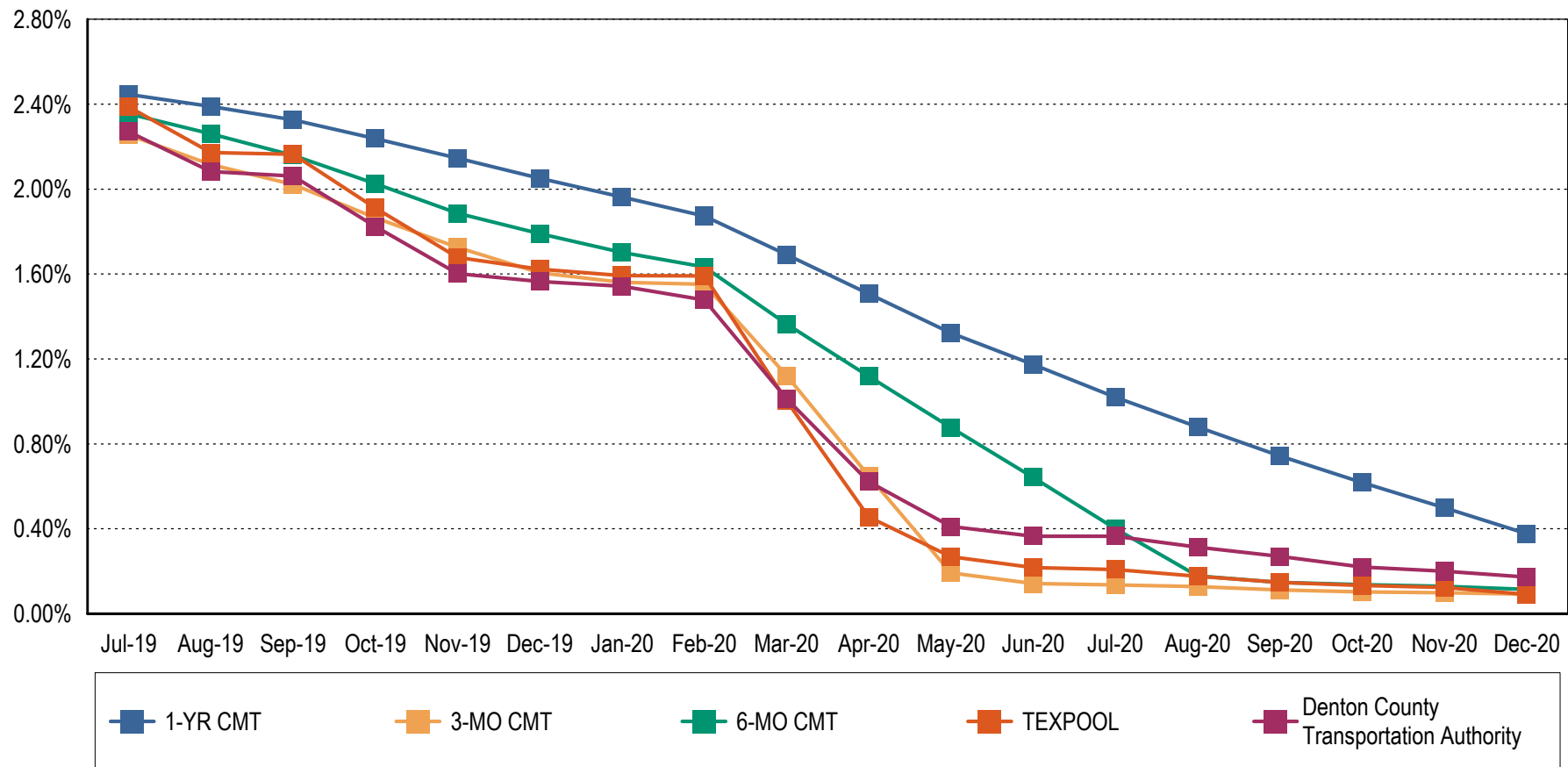
Maturity Distribution %

Credit Quality



Weighted Average Days to Maturity: 39





Note 1: CMT stands for Constant Maturity Treasury. This data is published in Federal Reserve Statistical Release H.15 and represents an average of all actively traded Treasury securities having that time remaining until maturity. This is a standard industry benchmark for Treasury securities. The CMT benchmarks are moving averages. The 3-month CMT is the daily average for the previous 3 months, the 6-month CMT is the daily average for the previous 6 months, and the 1-year and 2-year CMT's are the daily averages for the previous 12-months.

Note 2: Benchmark data for TexPool is the monthly average yield.



Denton County Transportation Authority
Detail of Security Holdings
As of 12/31/2020

CUSIP	Settle Date	Sec. Type	Sec. Description	CPN	Mty Date	Next Call	Call Type	Par Value	Purch Price	Orig Cost	Book Value	Mkt Price	Market Value	Days to Mty	Days to Call	YTM	YTW
2011 Bond Fund																	
WF-MANA		BANK DEP	Wells Fargo Managed Rate					838,219.01	100.000	838,219.01	838,219.01	100.000	838,219.01	1		0.160	0.160
Total for 2011 Bond Fund								838,219.01	100.000	838,219.01	838,219.01	100.000	838,219.01	1		0.160	0.160
Additional Reserve Fund																	
TEXSTAR		LGIP	TexSTAR					791,321.13	100.000	791,321.13	791,321.13	100.000	791,321.13	1		0.068	0.068
Total for Additional Reserve Fund								791,321.13	100.000	791,321.13	791,321.13	100.000	791,321.13	1		0.068	0.068
Bond Fund																	
TEXSTAR		LGIP	TexSTAR					700,045.70	100.000	700,045.70	700,045.70	100.000	700,045.70	1		0.068	0.068
Total for Bond Fund								700,045.70	100.000	700,045.70	700,045.70	100.000	700,045.70	1		0.068	0.068
Operating Fund																	
WF-SWEEP		MMF	Wells Fargo Sweep					369,194.36	100.000	369,194.36	369,194.36	100.000	369,194.36	1		0.000	0.000
Total for Operating Fund								369,194.36	100.000	369,194.36	369,194.36	100.000	369,194.36	1		0.000	0.000
Reserve Fund																	
TEXSTAR		LGIP	TexSTAR					5,734,468.37	100.000	5,734,468.37	5,734,468.37	100.000	5,734,468.37	1		0.068	0.068
3130A7CV5	02/14/20	AGCY BULET	FHLB	1.375	02/18/21			1,500,000.00	99.836	1,497,540.00	1,499,681.24	100.156	1,502,344.20	49		1.539	1.539
9128284G2	01/17/20	TREAS NOTE	U.S. Treasury	2.375	04/15/21			1,000,000.00	100.941	1,009,414.06	1,002,179.22	100.641	1,006,406.30	105		1.606	1.606
313378CR0	03/13/20	AGCY BULET	FHLB	2.250	03/11/22			1,500,000.00	103.110	1,546,650.00	1,528,009.07	102.557	1,538,360.25	435		0.677	0.677
3133EMCH3	10/13/20	AGCY CALL	FFCB	0.160	10/13/22	10/13/2021	CONT	1,500,000.00	99.875	1,498,125.00	1,498,327.79	99.947	1,499,211.75	651	286	0.223	0.223
Total for Reserve Fund								11,234,468.37	100.467	11,286,197.43	11,262,665.69	100.418	11,280,790.87	162		0.504	0.504



Denton County Transportation Authority
Detail of Security Holdings
As of 12/31/2020

CUSIP	Settle Date	Sec. Type	Sec. Description	CPN	Mty Date	Next Call	Call Type	Par Value	Purch Price	Orig Cost	Book Value	Mkt Price	Market Value	Days to Mty	Days to Call	YTM	YTW
Sales Tax Fund																	
TEXSTAR		LGIP	TexSTAR					33,484,870.76	100.000	33,484,870.76	33,484,870.76	100.000	33,484,870.76	1		0.068	0.068
Total for Sales Tax Fund								33,484,870.76	100.000	33,484,870.76	33,484,870.76	100.000	33,484,870.76	1		0.068	0.068
Total for Denton County Transportation Authority								47,418,119.33	100.111	47,469,848.39	47,446,316.65	100.099	47,464,441.83	39		0.172	0.172



Denton County Transportation Authority
Change in Value
From 09/30/2020 to 12/31/2020

CUSIP	Security Type	Security Description	09/30/20 Book Value	Cost of Purchases	Maturities / Calls / Sales	Amortization / Accretion	Realized Gain/(Loss)	12/31/20 Book Value	09/30/20 Market Value	12/31/20 Market Value	Change in Mkt Value
2011 Bond Fund											
WF-MANA	BANK DEP	Wells Fargo Managed Rate	839,855.82	228.04	(1,864.85)	0.00	0.00	838,219.01	839,855.82	838,219.01	(1,636.81)
Total for 2011 Bond Fund			839,855.82	228.04	(1,864.85)	0.00	0.00	838,219.01	839,855.82	838,219.01	(1,636.81)
Additional Reserve Fund											
TEXSTAR	LGIP	TexSTAR	738,452.81	52,868.32	0.00	0.00	0.00	791,321.13	738,452.81	791,321.13	52,868.32
Total for Additional Reserve Fund			738,452.81	52,868.32	0.00	0.00	0.00	791,321.13	738,452.81	791,321.13	52,868.32
Bond Fund											
TEXSTAR	LGIP	TexSTAR	9,930.58	690,115.12	0.00	0.00	0.00	700,045.70	9,930.58	700,045.70	690,115.12
Total for Bond Fund			9,930.58	690,115.12	0.00	0.00	0.00	700,045.70	9,930.58	700,045.70	690,115.12
Operating Fund											
WF-MANA	BANK DEP	Wells Fargo Managed Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WF-SWEEP	MMF	Wells Fargo Sweep	335,917.89	656,304.50	(623,028.03)	0.00	0.00	369,194.36	335,917.89	369,194.36	33,276.47
Total for Operating Fund			335,917.89	656,304.50	(623,028.03)	0.00	0.00	369,194.36	335,917.89	369,194.36	33,276.47
Reserve Fund											
TEXSTAR	LGIP	TexSTAR	8,263,119.05	774.11	(2,529,424.79)	0.00	0.00	5,734,468.37	8,263,119.05	5,734,468.37	(2,528,650.68)
WF-PREM	BANK DEP	Wells Fargo Premium Rate	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3130AEWA4	AGCY BULET	FHLB 2.625 10/01/20	1,000,000.00	0.00	(1,000,000.00)	0.00	0.00	0.00	1,000,000.00	0.00	(1,000,000.00)
3130A7CV5	AGCY BULET	FHLB 1.375 02/18/21	1,499,070.83	0.00	0.00	610.41	0.00	1,499,681.24	1,506,975.90	1,502,344.20	(4,631.70)
9128284G2	TREAS NOTE	U.S. Treasury 2.375 04/15/21	1,004,103.07	0.00	0.00	(1,923.85)	0.00	1,002,179.22	1,012,070.30	1,006,406.30	(5,664.00)
313378CR0	AGCY BULET	FHLB 2.250 03/11/22	1,533,846.57	0.00	0.00	(5,837.50)	0.00	1,528,009.07	1,545,300.15	1,538,360.25	(6,939.90)
3133EMCH3	AGCY CALL	FFCB 0.160 10/13/22	0.00	1,498,125.00	0.00	202.79	0.00	1,498,327.79	0.00	1,499,211.75	1,499,211.75
Total for Reserve Fund			13,300,139.52	1,498,899.11	(3,529,424.79)	(6,948.15)	0.00	11,262,665.69	13,327,465.40	11,280,790.87	(2,046,674.53)



Denton County Transportation Authority
Change in Value
From 09/30/2020 to 12/31/2020

CUSIP	Security Type	Security Description	09/30/20 Book Value	Cost of Purchases	Maturities / Calls / Sales	Amortization / Accretion	Realized Gain/(Loss)	12/31/20 Book Value	09/30/20 Market Value	12/31/20 Market Value	Change in Mkt Value
Sales Tax Fund											
TEXSTAR	LGIP	TexSTAR	29,593,501.78	3,891,368.98	0.00	0.00	0.00	33,484,870.76	29,593,501.78	33,484,870.76	3,891,368.98
Total for Sales Tax Fund			29,593,501.78	3,891,368.98	0.00	0.00	0.00	33,484,870.76	29,593,501.78	33,484,870.76	3,891,368.98
Total for Denton County Transportation Authority			44,817,798.40	6,789,784.07	(4,154,317.67)	(6,948.15)	0.00	47,446,316.65	44,845,124.28	47,464,441.83	2,619,317.55



Denton County Transportation Authority

Earned Income

From 09/30/2020 to 12/31/2020

CUSIP	Security Type	Security Description	Beg. Accrued	Interest Earned	Interest Rec'd / Sold / Matured	Interest Purchased	Ending Accrued	Disc Accr / Prem Amort	Net Income
2011 Bond Fund									
WF-MANA	BANK DEP	Wells Fargo Managed Rate	0.00	338.41	338.41	0.00	0.00	0.00	338.41
Total for 2011 Bond Fund			0.00	338.41	338.41	0.00	0.00	0.00	338.41
Additional Reserve Fund									
TEXSTAR	LGIP	TexSTAR	0.00	174.96	174.96	0.00	0.00	0.00	174.96
Total for Additional Reserve Fund			0.00	174.96	174.96	0.00	0.00	0.00	174.96
Bond Fund									
TEXSTAR	LGIP	TexSTAR	0.00	115.12	115.12	0.00	0.00	0.00	115.12
Total for Bond Fund			0.00	115.12	115.12	0.00	0.00	0.00	115.12
Operating Fund									
Total for Operating Fund			0.00	0.00	0.00	0.00	0.00	0.00	0.00
Reserve Fund									
TEXSTAR	LGIP	TexSTAR	0.00	1,374.74	1,374.74	0.00	0.00	0.00	1,374.74
3130AEWA4	AGCY BULET	FHLB 2.625 10/01/20	13,125.00	0.00	13,125.00	0.00	0.00	0.00	0.00
3130A7CV5	AGCY BULET	FHLB 1.375 02/18/21	2,463.54	5,156.25	0.00	0.00	7,619.79	610.41	5,766.66
9128284G2	TREAS NOTE	U.S. Treasury 2.375 04/15/21	10,966.53	5,997.76	11,875.00	0.00	5,089.29	(1,923.85)	4,073.91
313378CR0	AGCY BULET	FHLB 2.250 03/11/22	1,875.00	8,437.50	0.00	0.00	10,312.50	(5,837.50)	2,600.00
3133EMCH3	AGCY CALL	FFCB 0.160 10/13/22	0.00	520.00	0.00	0.00	520.00	202.79	722.79
Total for Reserve Fund			28,430.07	21,486.25	26,374.74	0.00	23,541.58	(6,948.15)	14,538.10
Sales Tax Fund									
TEXSTAR	LGIP	TexSTAR	0.00	7,376.86	7,376.86	0.00	0.00	0.00	7,376.86
Total for Sales Tax Fund			0.00	7,376.86	7,376.86	0.00	0.00	0.00	7,376.86



Denton County Transportation Authority

Earned Income*From 09/30/2020 to 12/31/2020*

CUSIP	Security Type	Security Description	Beg. Accrued	Interest Earned	Interest Rec'd / Sold / Matured	Interest Purchased	Ending Accrued	Disc Accr / Prem Amort	Net Income
<hr/>									
<hr/>									
<hr/>									
Total for Denton County Transportation Authority			28,430.07	29,491.60	34,380.09	0.00	23,541.58	(6,948.15)	22,543.45



Denton County Transportation Authority
Investment Transactions
From 10/01/2020 to 12/31/2020

Trade Date	Settle Date	CUSIP	Security Type	Security Description	Coupon	Mty Date	Call Date	Par Value	Price	Principal Amount	Int Purchased / Received	Total Amount	Realized Gain / Loss	YTM	YTW
Reserve Fund															
Maturities															
10/01/20	10/01/20	3130AEWA4	AGCY BULET	FHLB	2.625	10/01/20		1,000,000.00	100.000	1,000,000.00	0.00	1,000,000.00		1.819	
Total for: Maturities								1,000,000.00		1,000,000.00	0.00	1,000,000.00		1.819	
Purchases															
10/06/20	10/13/20	3133EMCH3	AGCY CALL	FFCB	0.160	10/13/22	10/13/21	1,500,000.00	99.875	1,498,125.00	0.00	1,498,125.00		0.223	0.223
Total for: Purchases								1,500,000.00		1,498,125.00	0.00	1,498,125.00		0.223	0.223
Income Payments															
10/01/20	10/01/20	3130AEWA4	AGCY BULET	FHLB	2.625	10/01/20				0.00	13,125.00	13,125.00			
10/15/20	10/15/20	9128284G2	TREAS NOTE	U.S. Treasury	2.375	04/15/21				0.00	11,875.00	11,875.00			
Total for: Income Payments										0.00	25,000.00	25,000.00			



Denton County Transportation Authority
Investment Transactions
From 10/01/2020 to 12/31/2020

Trade Date	Settle Date	CUSIP	Security Type	Security Description	Coupon	Mty Date	Call Date	Par Value	Price	Principal Amount	Int Purchased / Received	Total Amount	Realized Gain / Loss	YTM	YTW
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Total for All Portfolios

Transaction Type	Quantity	Total Amount	Realized G/L	YTM	YTW
Total Maturities	1,000,000.00	1,000,000.00		1.819	
Total Purchases	1,500,000.00	1,498,125.00		0.223	0.223
Total Income Payments	0.00	25,000.00			



Denton County Transportation Authority
Amortization and Accretion
From 09/30/2020 to 12/31/2020

CUSIP	Settle Date	Security Type	Security Description	Next Call Date	Purchase Qty	Orig Price	Original Cost	Amrt/Accr for Period	Total Amrt/Accr Since Purch	Remaining Disc / Prem	Book Value
Reserve Fund											
3130AEWA4	09/12/19	AGCY BULET	FHLB 2.625 10/01/20		0.00	100.836	0.00	0.00	0.00	0.00	0.00
3130A7CV5	02/14/20	AGCY BULET	FHLB 1.375 02/18/21		1,500,000.00	99.836	1,497,540.00	610.41	2,141.24	318.76	1,499,681.24
9128284G2	01/17/20	TREAS NOTE	U.S. Treasury 2.375 04/15/21		1,000,000.00	100.941	1,009,414.06	(1,923.85)	(7,234.84)	(2,179.22)	1,002,179.22
313378CR0	03/13/20	AGCY BULET	FHLB 2.250 03/11/22		1,500,000.00	103.110	1,546,650.00	(5,837.50)	(18,640.93)	(28,009.07)	1,528,009.07
3133EMCH3	10/13/20	AGCY CALL	FFCB 0.160 10/13/22	10/13/21	1,500,000.00	99.875	1,498,125.00	202.79	202.79	1,672.21	1,498,327.79
Total for Reserve Fund					5,500,000.00		5,551,729.06	(6,948.15)	(23,531.74)	(28,197.32)	5,528,197.32
Total for Denton County Transportation Authority					5,500,000.00		5,551,729.06	(6,948.15)	(23,531.74)	(28,197.32)	5,528,197.32



Denton County Transportation Authority

Projected Cash Flows

Cash Flows for next 180 days from 12/31/2020

CUSIP	Security Type	Security Description	Pay Date	Interest	Principal	Total Amount
Reserve Fund						
3130A7CV5	AGCY BULET	FHLB 1.375 02/18/21	02/18/21	10,312.50	1,500,000.00	1,510,312.50
313378CR0	AGCY BULET	FHLB 2.250 03/11/22	03/11/21	16,875.00	0.00	16,875.00
3133EMCH3	AGCY CALL	FFCB 0.160 10/13/22	04/13/21	1,200.00	0.00	1,200.00
9128284G2	TREAS NOTE	U.S. Treasury 2.375 04/15/21	04/15/21	11,875.00	1,000,000.00	1,011,875.00
Total for Reserve Fund				40,262.50	2,500,000.00	2,540,262.50



Denton County Transportation Authority

Projected Cash Flows

Cash Flows for next 180 days from 12/31/2020

CUSIP	Security Type	Security Description	Pay Date	Interest	Principal	Total Amount
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Total for All Portfolios

February 2021	10,312.50	1,500,000.00	1,510,312.50
March 2021	16,875.00	0.00	16,875.00
April 2021	13,075.00	1,000,000.00	1,013,075.00
Total Projected Cash Flows for Denton County Transportation Authorit	40,262.50	2,500,000.00	2,540,262.50

Board of Directors Memo

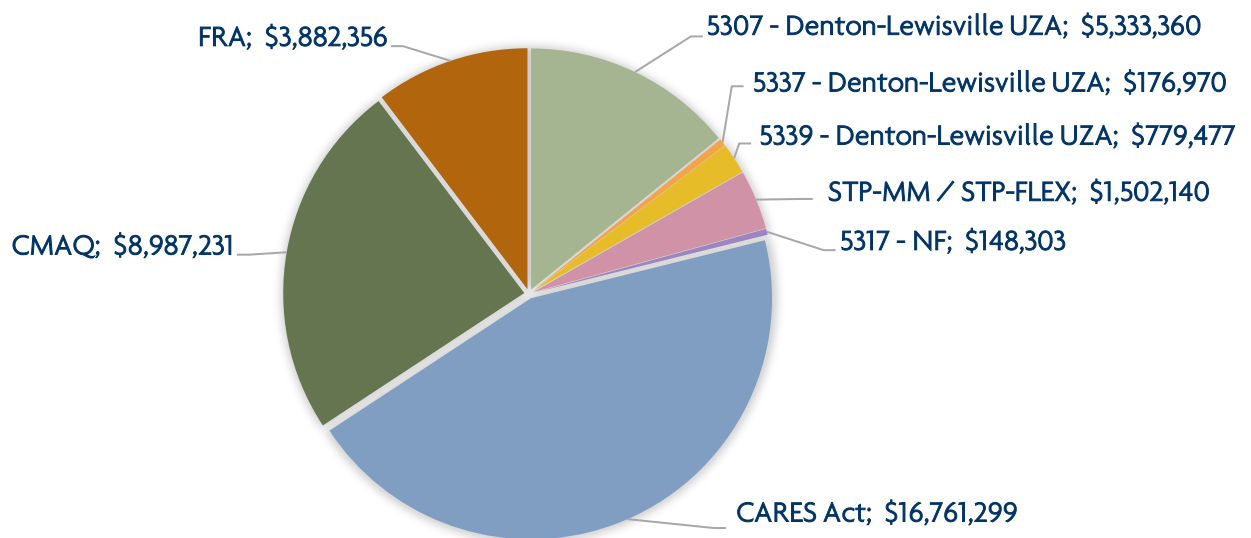
January 28, 2021

SUBJECT: Quarterly Grants Report Q1 FY21

Background

DCTA currently has 12 open, fully executed grants that provide reimbursements for various capital projects, rail and bus preventive maintenance, operating assistance and ADA paratransit service. The grant funding sources include Federal Transit Administration (FTA), Federal Railroad Administration (FRA), and North Central Texas Council of Governments (NCTCOG). Total grant balance was \$37.6 million as of 12/31/2020. Of this total, \$5 million is obligated for Positive Train Control (PTC), \$6.3 million is obligated for the FY16-19 Program of Projects, \$16.8 million is obligated for the Coronavirus Aid, Relief, and Economic Security (CARES) Act, and \$9.0 million is obligated for the Congestion, Mitigation & Quality (CMAQ) program.

GRANTS FUNDING LEVELS \$37.6 MILLION AS OF 12/31/2020



Program	Q4 FY20 Balance	Q1 FY21 Balance	Grant Activity
Denton-Lewisville UZA (5307)	\$ 5,554,667	\$ 5,333,360	Fleet Replacement, Preventive Maintenance, Safety & Security, ADA Paratransit
Fixed Guideway (5337)	2,299,479	176,970	Rail Preventive Maintenance
Bus and Bus Facilities (5339)	779,477	779,477	Fleet Replacement
STP-MM / STP-FLEX	1,533,210	1,502,140	PTC Implementation & Vanpool
New Freedom (NF) Funding (5317)	190,864	148,303	Train-the-Trainer
CARES Act	17,383,864	16,761,299	Operating Assistance, Safety & Security
Congestion Mitigation & Air Quality	8,987,231	8,987,231	Land Acquisition and Construction (Old Town)
CRISI (FRA)	4,000,000	3,882,356	PTC Enhancements
Total	\$ 40,728,792	\$ 37,571,136	

Pending Funding and Other Grant Activity

In September 2020, the Regional Transportation Council (RTC) approved the fourth round of the Metropolitan Transportation Plan (MTP) Policy Bundle. This funding opportunity distributed 1,875,000 in Transportation Development Credits (TDCs) to DCTA to use in lieu of the local match for new federal capital transportation projects. Uncommitted TDCs will expire in September 2021, when the fifth round of the MTP Policy Bundle is expected to be awarded.

In October 2019, the RTC approved the addition of FY19 Program of Projects (POP) formula funding to the Transportation Improvement Program (TIP) in the amount of \$9.1 million. In February 2020, FTA released its annual appropriations of FY20 POP formula funding in which DCTA was apportioned \$8.8 million. Staff will discuss options for programming federal funds with the Board upon review of agency priority projects identified in the Transformation Initiative.

In the upcoming quarter, DCTA expects FTA to release its annual appropriations of FY21 POP formula funding. Staff will discuss options for programming these federal funds with the Board once the information is made available.

The table below provides information on all pending grants that have not yet been fully executed.

Program	Amount	Grant Activity	Funding Status
FY17 Bus & Bus Facilities	\$ 2,625,000	Light maintenance facility	Development; pending project planning by DCTA
FY18 5339 Formula	572,056	Fleet replacement	Pending FTA Review
FY19 TOD	600,000	KCS line TOD planning	Development; pending project planning by DCTA
FY19 5339 Formula	530,768	Fleet replacement, enhanced ADA access	Development; pending project planning by DCTA
FY20 POP Formula	8,829,088	Not currently programmed	To be programmed by DCTA
FY20 5307 Flex	301,600	Vanpool	Pending FTA Review
TOTAL	\$ 13,458,512		

Previous Board Activity & Action

There has been no previous Board-level activity on this item.

Identified Need

Provides the Board of Directors a quarterly status on grant balances and significant grant activity.

Financial Impact

This item is included for informational purposes only; there is no financial impact associated with this item. Grant revenues were adopted with the FY21 budget.

Recommendation

Staff recommends approval of the quarterly grants report for Q1 FY21.



Submitted By: Whitney Traylor
Whitney Traylor, Grants Manager

Final Review: Marisa Perry
Marisa Perry, CPA, Chief Financial Officer/VP of Finance

Approval: Raymond Suarez
Raymond Suarez, Chief Executive Officer

Board of Directors Memo

January 28, 2021

SUBJECT: Consider Approval of Assignment of Ground Lease to Eastsky Hebron Phase 3 and 4 Owner LLC.

Background

In coordination with the City of Lewisville in 2016, DCTA entered into a Ground Lease Agreement with Riverside DPH, L.P. to lease a small portion of DCTA's land at the Hebron Station allowing the developer (Huffines) to construct and maintain parking and additional driveway access to the Hebron 121 Station multifamily development.

In exchange for the land lease arrangement, Riverside DPH, LP. agreed to construct and maintain additional active transportation components to improve bike and pedestrian connectivity between the development and the Hebron Station. The active transportation components included a sidewalk with lighting along the newly constructed driveway as well as an additional sidewalk with lighting connecting the northeastern quadrant of the development to the Hebron Station.

The portion of land required to complete the developer's request was initially purchased by DCTA using federal funds. To meet federal requirements for allowing the private sector to lease portions of the Agency's land, DCTA worked with the initial adjacent property owner, Riverside DPH, LP. and the Federal Transit Administration (FTA) to complete the federal Joint Development process which demonstrated how DCTA would receive a greater value of return from the project than the value of the portion of land being leased by the developer. The Joint Development process was completed and approved by the FTA in 2016.

Previous Board Activity & Action

July 23, 2020	Board approved authorized the CEO to execute ground lease assignment to HC Hebron 121 Station 4, LLC.
July 2017	Board approved and authorized the CEO to execute an amendment to the ground lease agreement which added irrigation to the project.
March 2016	Board approved and authorized the CEO to execute a ground lease agreement with Riverside DPH, L.P.

Identified Need

The Hebron 121 Station property ownership has changed from HC Hebron 121 Station 4, LLC. to Eastsky Hebron Phase 3 and 4 Owner LLC. and the associated ground lease needs to transfer to the new property owners.

Financial Impact

There is no financial impact to DCTA for transferring the ground lease to the new owners.

Recommendation

Staff recommends approval of transferring the ground lease from HC Hebron 121 Station 4, LLC. To Eastsky Hebron Phase 3 and 4 Owner, LLC.



Exhibits

Exhibit 1: Assignment of Ground Lease to Eastsky Hebron Phase 3 and 4 Owner, LLC.

Submitted By: 
Kristina Holcomb, Deputy CEO

Approval: 
Raymond Suarez, CEO

ASSIGNMENT OF GROUND LEASE

This Assignment of Ground Lease (this "**Assignment**") is made and entered into this _____, day of _____, 2021 (the "**Effective Date**") by and between HC HEBRON 121 STATION 4, LLC, a Texas limited liability company ("**Assignor**"), and EASTSKY HEBRON PHASE 3 AND \$ OWNER LLC, a Delaware limited liability company ("**Assignee**")

A. Reference is hereby made to that certain Ground Lease Agreement dated August 18, 2016, between Denton County Transportation Authority, a Texas coordinated county transportation authority ("**DCTA**"), as lessor, and Assignor (as successor by assignment to RIVERSIDE DPH, L.P.), as lessee, as amended by First Amendment to Ground Lease Agreement dated effective May 4, 2017 (collectively, the "**Ground Lease**"), under which Assignor, as lessee, leases from DCTA and DCTA, as lessor, leases to Assignor, certain premises located in Denton County, Texas, as more particularly described on **Exhibit A** and depicted on **Exhibit B** attached hereto (the "**Leased Premises**").

B. By Special Warranty Deed recorded as Document No. _____ in the Official Records of Denton County, Texas, Assignor sold and conveyed to Assignee certain real property described as Lot 4, Block B, Lots 2 and 3, Block C and Lot 2, Block E of HEBRON 121 STATION ADDITION PHASE 4 in Denton County, Texas, that benefits by the Improvements (as defined in the Ground Lease) on the Leased Premises.

C. Assignor desires to transfer and assign to Assignee, all of Assignor's right, title and interest, as lessor under the Ground Lease, and Assignee desires to take assignment of the Ground Lease and assume all of Assignors' right, title and interests in and to the Ground Lease and to assume all obligations of Assignor thereunder.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Assignor hereby transfers and assigns to Assignee all of Assignor's right, title and interest in and to Ground Lease including all of Assignor's obligations and liabilities thereunder, and Assignee hereby accepts the assignment of Assignor's right, title and interest in and to the Ground Lease and assumes all of Assignor's obligations and liabilities thereunder.

Pursuant to Section 8.01 of the Ground Lease, DCTA joins in execution of this Assignment to evidence its consent to Assignor's sale of the Leased Premises to Assignee, and to Assignor's assignment of the Ground Lease to Assignee and Assignee's acceptance and assumption of all obligations and liabilities thereunder first accruing after the Effective Date.

This Assignment may be executed in two or more counterparts and each of such counterparts, for all purposes, shall be deemed to be an original but all of such counterparts together shall constitute but one and the same instrument, binding upon all parties hereto, notwithstanding that all of such parties may not have executed the same counterpart. Facsimile or pdf signatures shall be binding.

This Assignment is executed as of the date first set forth above.

ASSIGNOR:

HC HEBRON 121 STATON 4, LLC,
a Texas limited liability company

By: _____
Name: _____
Title: _____

ASSIGNEE:

EASTSKY HEBRON PHASE 3 AND 4 OWNER LLC,
a Delaware limited liability company

By: _____
Name: _____
Title: _____

Denton County Transportation Authority, a Texas coordinated county transportation authority joins in execution of this Assignment solely for the purpose of evidencing its consent to the assignment made by this Assignment:

DENTON COUNTY TRANSPORTATION AUTHORITY,
a Texas coordinated county transportation authority

By: _____
Name: _____
Title: _____



Board of Directors Memo

January 28, 2021

SUBJECT: Consider Approval of the Interlocal Agreement with City of Lewisville for Rail Crossing Modifications at Andes Metals

Background

During a recent Federal Railroad Administration (FRA) inspection, the Andes Metal at-grade railroad crossing was rated as non-compliant for Quiet Zone regulations. Andes Metal crossing is located within the City of Lewisville's jurisdiction and resolution of any non-compliance with quiet zone regulations is the joint responsibility of the City of Lewisville and DCTA.

The Lewisville City Council approved the Interlocal Agreement (ILA) between DCTA and City of Lewisville for the reimbursement of monies expended by DCTA for the project at their December 21, 2020 meeting.

Previous Board Activity & Action

December 10, 2020 Board Meeting Informational Item

Identified Need

To be compliant with Quiet Zone regulations, two additional gate mechanisms are required at the Andes Metal at-grade crossing. It is proposed that DCTA's rail operations and maintenance contractor, Rio Grande Pacific Corporation (RGPC) will perform the installation of the additional equipment and provide the necessary flagging during the project.

Financial Impact

DCTA will incur costs associated with the project and the City of Lewisville has agreed to reimburse DCTA for the project expenses. This project is not currently in the FY21 Budget and is included in the proposed FY21 Budget Revision 2021-01 which staff is seeking approval at the January Board meeting.


Recommendation

Staff recommends Board approval of this Interlocal Agreement with the City of Lewisville.

Exhibits

Exhibit 1: Interlocal Agreement between DCTA and City of Lewisville

Submitted By: 
Rony Philip, Sr. Director Rail Operations

Approval: 
Kristina Holcomb, Deputy CEO

STATE OF TEXAS §
 § **REIMBURSEMENT AGREEMENT**
 COUNTY OF DENTON §

This Reimbursement Agreement (“Agreement”) is made and entered by and between Denton County Transportation Authority (“DCTA”) and the City of Lewisville, Texas (“Lewisville”), (each a “Party” and collectively the “Parties”), acting by and through their authorized representatives.

RECITALS

WHEREAS, Lewisville desires to upgrade the Automatic Warning Device (“AWD”) at the Andes Metal Crossing on the DCTA A-Train Line at Mile Post 736.90 (“the Crossing”) to re-institute a quiet zone in compliance with 49 CFR 222 and the Manual on Uniform Traffic Control Devices (“MUTCD”); and

WHEREAS, the Crossing is located within Lewisville;

WHEREAS, Lewisville desires that DCTA hire a contractor who is currently authorized to perform the required work to upgrade the AWD at the Crossing in compliance with Federal and MUTCD regulations; and

WHEREAS, DCTA shall hire and compensate a contractor to perform the required work to upgrade the AWD at the Crossing (the “Project”);

WHEREAS, the Parties have determined that it is in the best interest of the public to upgrade the AWD at the Crossing to facilitate a quiet zone in compliance with Federal and MUTCD regulations;

NOW THEREFORE, for and in consideration of the mutual obligations and benefits contained herein, the Parties shall agree as follows:

Article I General Reimbursement Obligation

DCTA shall hire its own contractor to complete the Project, and Lewisville shall reimburse DCTA for the actual cost of completion of the Project paid by DCTA to its contractor for the completion of the Project in an amount not to exceed Two Hundred Thousand Dollars (\$200,000.00) including overruns and other unforeseen costs.

Article II Invoicing and Reimbursement

DCTA shall compensate its contractor as it is invoiced for work performed on the Project. Upon verification of the completion of the Project, DCTA shall submit an invoice for

reimbursement to Lewisville, 151 West Church Street, Lewisville, Texas 75057. Lewisville shall remit full payment of the invoiced amount within thirty (30) calendar days of receipt of the invoice.

Article III

Term

The Term of this Agreement shall commence on the last day of execution hereof (the "Effective Date") and shall continue until DCTA has verified that the Project is completed, and DCTA is reimbursed by Lewisville for its contractor's work on the Project.

Article IV

DCTA Responsibilities

4.1 Access to Property. DCTA shall be responsible for obtaining any necessary construction easements and/or rights-of-access in order for the work to be performed on the Project.

4.2 Insurance. DCTA shall be responsible providing and maintaining insurance coverages as required by Lewisville as shown in Exhibit D for the duration of this Agreement.

Article VI

Miscellaneous

6.2 Governing Law. If any action, whether real or asserted, at law or in equity, arises on the basis of any provision of this Agreement, venue for such action shall lie in state courts located in Denton County, Texas.

6.3 Severability. If any term or provision of this Agreement is held to be illegal, invalid or unenforceable, the legality, validity or enforceability of the remaining terms or provisions of this Agreement shall not be affected thereby, and in lieu of each such illegal, invalid or unenforceable term or provision, the parties shall endeavor to agree to a legal, valid or enforceable term or provision as similar as possible to the term or provision declared illegal, invalid or unenforceable.

6.4 Counterparts. This Agreement may be executed in multiple counterparts, each of which shall be deemed an original, and all of which shall constitute but one and the same instrument.

6.5 Authorization. The undersigned officers and/or agents are properly authorized to execute this Agreement on behalf of the parties hereto and each party hereby certifies to the other that any necessary actions extending such authority have been duly passed and are now in full force and effect.

6.6 Notices. All notices, requests, demands, and other communications which are required or permitted to be given under this Agreement shall be in writing and shall be deemed to have been duly given upon the delivery or receipt thereof, as the case may be, if delivered

personally or sent by registered or certified mail, return receipt requested, postage prepaid, to the respective representative set out below, or his/her designee.

(signature page to follow)

EXECUTED this _____ day of _____, 2020.

Denton County Transportation Authority

By: _____
Raymond Suarez, Chief Executive Officer

1955 Lakeway Drive, Suite 260
Lewisville, Texas 75067
Phone: (972) 221-4600

Approved as to form:

By: _____
Joseph J. Gorfida, Jr., General Counsel
(10-29-2020:TM 118818)

EXECUTED this 28 day of December, 2020.

City of Lewisville, Texas

By: Donna Berry
Name: Donna Berry
Title: City Manager

151 West Church Street
Lewisville, Texas 75057
Phone: (972) 219-3400

EXHIBIT D

INSURANCE REQUIREMENTS PROFESSIONAL SERVICES PROJECTS INVOLVING CONSTRUCTION

Services for professionals including: Architects, Engineers, Building Contractors

Vendor shall procure and maintain for the duration of the contract, insurance against claims for injuries to persons or damages to property, which may arise from or in connection with the performance of the work hereunder by the vendor, his agents, representatives, employees or subcontractors. The cost of such insurance shall be included in the Vendor's bid.

A. MINIMUM SCOPE OF INSURANCE

Coverage shall be at least as broad as:

1. ISO Form Number GL 00 01 (Ed 10 01) covering Comprehensive General Liability. "Occurrence" form only, "claim made" forms are unacceptable except for professional liability.
2. Workers' Compensation insurance as required by the Labor Code of the State of Texas, including Employers' Liability Insurance.
3. Automobile Liability – as required by the State of Texas, covering all owned, hired, or non-owned vehicles. Automobile Liability is only required if vehicle(s) will be used under this contract. Coverage not required for delivery services.
4. Professional Liability Insurer. (Applicable only to certified or licensed Engineers and or Architects.)

B. MINIMUM LIMITS OF INSURANCE

Vendor shall maintain throughout contract limits not less than:

1. Commercial General Liability: \$500,000 per occurrence for bodily injury, personal injury and property damage. \$1,000,000 Aggregate Policy will include coverage for:
 - a. Premises – Operations
 - b. Broad Form Contractual Liability
 - c. Products and Completed Operations
 - d. Use of Contractors and Subcontractors
 - e. Personal Injury
 - f. Broad Form Property Damage
 - g. If applicable, Explosion Collapse and Underground (XCU) Coverage (when applicable, Fire Damage, Medical Expense).
NOTE: The aggregate loss limit applies to each project.

2. **Workers' Compensation and Employer's Liability:** Workers' Compensation limits as required by the Labor Code of the State of Texas and Statutory Employer's Liability minimum limits of \$100,000 per injury, \$300,000 per occurrence, and \$100,000 per occupational disease.
3. **Automobile Liability - \$500,000 Combined Single Limit.** Limits can only be reduced if approved by the Risk Manager or designee.
4. **Professional Liability - \$500,000 per occurrence. \$1,000,000 Aggregate.**
5. **Builders' Risk Insurance (as applicable) – Completed value form, insurance carried must equal the completed value of the structure.**

C. DEDUCTIBLES AND SELF-INSURED RETENTIONS

Any deductible or self-insured retentions must be declared to and approved by the City.

D. OTHER INSURANCE PROVISIONS

The policies are to contain, or be endorsed to contain the following provisions:

1. General Liability and Automobile Liability Coverages

- a. The City, its officers, officials, employees, Boards and Commissions and volunteers are to be added as "Additional Insured" as respects liability arising out of activities performed by or on behalf of the vendor, products and completed operations of the vendor, premises owned, occupied or used by the Contractor. The coverage shall contain no special limitations on the scope of protection afforded to the City, its officers, officials, employees or volunteers. It is understood that the business auto policy under "Who is an Insured" automatically provides liability coverage in favor of the City.
- b. The vendor's insurance coverage shall be primary insurance as respects the City, its officers, officials, employees and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees or volunteers shall be excess of the vendor's insurance and shall not contribute with it.
- c. Any failure to comply with reporting provisions of the policy shall not affect coverage provided to the City, its officers, officials, employees, Boards and Commissions or volunteers.
- d. The vendor's insurance shall apply separately to each insured against whose claim is made or suit is brought, except to the limits of the insured's liability.

2. Workers' Compensation and Employer's Liability Coverage

The insurer shall agree to waive all rights of subrogation against the City, its officers, officials, employees and volunteers for losses arising from work performed by the vendor for the City.

3. All Coverages

Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled or non-renewed by either party, reduced in coverage or in

limits except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given the City.

4. Professional Liability (applicable only to certified or licensed Engineers and or Architects)
“Claims made” policy is acceptable coverage which must be maintained during the course of the project and up to two (2) years after completion and acceptance of the project by the City.

E. ACCEPTABILITY OF INSURERS

The City prefers that Insurance be placed with insurers with an A.M. Best’s rating of no less than **A-:VI, or, A or better** by Standard and Poors. Professional Liability carriers will need to be approved by the Risk Manager.

F. VERIFICATION OF COVERAGE

Contractor shall furnish the City with certificates of insurance affecting coverage required. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. Certificates of Insurance similar to the ACCORD Form are acceptable. City will not accept Memorandums of Insurance or Binders as proof of insurance. The City reserves the right to require complete, certified copies of all required insurance policies at any time.

G. HOLD HARMLESS AND INDEMNIFICATION

Contractor covenants to save, defend, keep harmless and indemnify the City, its officers, officials, employees or volunteers (collectively the “City”) from and against any and all claims, loss, damage, injury, cost (including court costs and attorney fees), charges, liability or exposure, however caused, resulting from or arising out of or in any way connected to Contractor’s actions, performance, or operations relating to contract, including any and all sub-contractors involved in the contract.

H. PROOF OF INSURANCE

Contractor is required to submit proof of insurance on a form acceptable to the City of Lewisville. Certificates of Insurance similar to the ACCORD form are acceptable. City will not accept Memorandums of Insurance or Binders as proof of insurance. City, at its own discretion, may require a copy of any policy presented to the City.



Board of Directors Memo

January 28, 2021

SUBJECT: Discuss Board Communications, Meeting Process, and Materials

Background

This item is intended to provide the Board and staff an opportunity to address preparation for Board meetings, process during Board meetings, and the types of materials the Board would prefer to be included in future agenda packets and communications.

Previous Board Activity & Action

There has been no previous Board-level activity on this item.

Identified Need

An opportunity is being provided for the Board to review the Board meeting process and communications to facilitate efficiency and clarity of Agenda materials.

Financial Impact

N/A

Recommendation

N/A

Exhibits

N/A

Submitted By:

Kristina Holcomb, Deputy CEO

Approval:

Raymond Suarez, CEO



Board of Directors Memo

January 28, 2021

SUBJECT: Presentation Regarding Quarterly Agency Updates

Background

The Executive Team will provide updates regarding various Agency projects, partnerships, awards and other departmental updates to the Board on a Quarterly basis. The first Quarterly update will be provided at the January 2021 Board Meeting.

Staff presentations will include a briefing on the following initiatives:

Positive Train Control (PTC) Certification, Fiber Project Partnerships, NCTCOG Policy Bundle TDC Award, PTASP Certification, Marketing & Community Outreach Updates, Rail Liability Insurance and Agency Finance Awards

Previous Board Activity & Action

There has been no previous Board-level activity on this item.

Identified Need

This item has been added to the agenda to share information regarding various Agency initiatives with the Board.

Financial Impact

There is no financial impact for this agenda item.

Recommendation

This is a staff presentation only. No action is required.

Exhibits

- Exhibit 1: FRA PTC Certification Notification
- Exhibit 2: US Senate Commerce, Science, and Transportation Committee Congratulatory Letter
- Exhibit 3: APTA Congratulatory Letter
- Exhibit 4: NCTCOG Mobility Transportation Plan Policy Bundle Policy List
- Exhibit 5: RTC Award of Transportation Development Credits
- Exhibit 6: PTASP Certification Confirmation
- Exhibit 7: Marketing, Communications and Community Relations Items of Interest
- Exhibit 8: GFOA Awards for FY2020 Budget and FY2020 CAFR
- Exhibit 9: AEP Award

Final Review:

Kristina Holcomb, Deputy CEO

Approval:

Raymond Suarez, CEO



U.S. Department
of Transportation
**Federal Railroad
Administration**

1200 New Jersey Avenue, SE
Washington, DC 20590

December 8, 2020

Mr. Rony Philip
Senior Director, Rail Operations
Denton County Transportation Authority
640 SH 121 Business
Lewisville, TX 75057

rphilip@dcta.net

Re: Denton County Transportation Authority's Positive Train Control Safety Plan – Approval and Certification of Its Enhanced Automatic Train Control as a Vital Overlay System (Docket Number FRA-2010-0074)

Dear Mr. Philip:

The Federal Railroad Administration (FRA) reviewed the Denton County Transportation Authority's (DCTA) Volume I and II of its Positive Train Control Safety Plan (PTCSP), Revision 1.0, dated April 1, 2020, requesting FRA's certification of DCTA's Enhanced Automatic Train Control (E-ATC), identified under Type Approval FRA-TA-2013-01, as a vital overlay positive train control (PTC) system.¹

During FRA's review, DCTA submitted updates to Volume I and II of its PTCSP to clarify aspects of the submission. On April 3, 2020, DCTA submitted Volume I and II of its PTCSP, Revision 1.1, dated April 2, 2020. Revision 1.1 incorporates changes that DCTA made to align with the baseline E-ATC PTCSP and reflect DCTA's resolutions to technical issues that FRA identified during the review of Revision 1.0 of DCTA's PTCSP. On November 10, 2020, FRA held a meeting with DCTA to address the remaining issues FRA identified during its review of Revision 1.1 of DCTA's PTCSP.

Based on FRA's review of DCTA's PTCSP, FRA finds that DCTA's E-ATC system complies with the technical requirements for PTC systems under 49 CFR part 236. FRA hereby approves DCTA's revised PTCSP, Revision 1.1, dated April 2, 2020, and certifies DCTA's E-ATC system as a vital overlay PTC system under 49 U.S.C. § 20157(h)(1) and 49 CFR §§ 236.1009 and

¹ FRA's records indicate that DCTA submitted Revision 1.0 of its PTCSP to FRA's Secure Information Repository on April 1, 2020.

236.1015(e)(2), subject to DCTA's ongoing compliance with the general conditions in the enclosure to this letter. This certification is also contingent on DCTA maintaining a Mean Time to Hazardous Event for DCTA's E-ATC system that is less than or equal to 1⁻⁹ failures per operating hour.

FRA will consider noncompliance with any condition of this certification as a violation of the underlying requirement under 49 CFR part 236, subpart I, and 49 CFR § 236.1009(g)(1). FRA reserves the right to modify or rescind this PTC System Certification upon receipt of information about E-ATC adversely affecting the safety of rail operations² or noncompliance with any applicable regulatory or statutory requirement. *See, e.g.*, 49 CFR § 236.1009(g). Also, under 49 CFR § 236.1009(h), FRA reserves the right to continue to review and evaluate the safety analyses and supporting documentation associated with E-ATC, and to ask questions or provide comments regarding such documentation.

If you have any questions regarding this letter or the general conditions in the enclosure, please contact Mr. Gabe Neal, Deputy Staff Director, Signal, Train Control, and Crossings Division, at 816-516-7168 or gabe.neal@dot.gov.

Sincerely,

Karl Alexy
Associate Administrator for Railroad Safety
Chief Safety Officer

Enclosure

² As a reminder, 49 CFR § 236.1009(g)(2)(ii) specifies that FRA may reconsider a PTC System Certification based on, for example, the following: "Potentially invalidated assumptions determined as a result of in-service experience or one or more unsafe events calling into question the safety analysis supporting the approval."

Enclosure: General Conditions of Positive Train Control (PTC) System Certification

This enclosure lists the conditions applicable to the Federal Railroad Administration's (FRA) certification of Denton County Transportation Authority's (DCTA) Enhanced Automatic Train Control (E-ATC), identified under Type Approval FRA-TA-2013-01, as a vital overlay PTC system. FRA is issuing this PTC System Certification to DCTA under Title 49 United States Code (U.S.C.) § 20157(h)(1) and Title 49 Code of Federal Regulations (CFR) §§ 236.1009 and 236.1015.

This certification supersedes any prior approval FRA granted to DCTA for the testing or operation of E-ATC. Subject to the conditions in this enclosure, DCTA and any tenant railroads may operate E-ATC in revenue service on DCTA's PTC-mandated main lines and any other lines where DCTA elects to voluntarily implement a PTC system.

This PTC System Certification is granted to DCTA and is valid only for track segments that are owned and/or controlled by DCTA. DCTA must implement its E-ATC system in accordance with its FRA-approved PTC Safety Plan (PTCSP). *See* 49 CFR § 236.1009(d)(3).³ In addition, any tenant railroad that operates E-ATC on DCTA's PTC-governed main lines must comply with all applicable provisions of DCTA's PTCSP and the conditions FRA placed on its certification of DCTA's E-ATC system.⁴

FRA reserves the right to attend any ongoing tests and perform relevant audits. *See, e.g.*, 49 CFR § 236.1009(h). FRA also reserves the right to add, modify, or rescind any condition of this certification upon receipt of information about E-ATC adversely affecting the safety of rail operations or noncompliance with any of the certification conditions or any applicable statutory or regulatory requirement. *See* 49 CFR § 236.1009(g).

1. DCTA shall provide written assurances to FRA that interoperability has been achieved with each current and future tenant railroad before allowing the tenant railroad to operate E-ATC on DCTA's PTC-governed main lines. If DCTA has actual or constructive knowledge that a tenant railroad is not operating equipment with an onboard PTC apparatus that is interoperable with DCTA's E-ATC system, it shall not allow the tenant railroad to operate on its track where operations are governed by a PTC system, unless one of the regulatory exceptions under 49 CFR § 236.1006(b) applies to that tenant railroad's operations. DCTA has the right of refusal regarding non-equipped trains, subject to the restrictions and exceptions of 49 CFR §§ 236.1005(g), 236.1006, and 236.1029, and 49 U.S.C. § 20157(j), as applicable. In the event of errors or malfunctions, the requirements of 49 U.S.C. § 20157(j)(1)–(4) and/or 49 CFR §§ 236.1023 and 236.1029, as appropriate, will apply.

³ Moreover, DCTA is required by statute to fully implement an FRA-certified and interoperable (if applicable) PTC system by December 31, 2020, and in accordance with its revised PTC Implementation Plan, including "any amendments or any alternative schedule and sequence approved by FRA." 49 U.S.C. § 20157(a)(2)(D), (e).

⁴ Unless a tenant railroad's operations are subject to an exception under 49 CFR § 236.1006(b).

2. DCTA shall not discontinue or materially modify its E-ATC system before obtaining any FRA approval required under 49 CFR § 236.1021, *Discontinuances, material modifications, and amendments*.
3. DCTA must comply with the processes and procedures established in its Operations and Maintenance Manual, configuration management control plan, and PTCSP, including all processes and procedures relating to maintenance and testing. *See* 49 CFR §§ 236.1015, 236.1039.
4. DCTA must operate E-ATC in compliance with all applicable Federal regulations.

With respect to 49 CFR §§ 236.76, *Tagging of wires and interference of wires or tags with signal apparatus*, 236.109, *Time releases, timing relays and timing devices*, and 236.552, *Insulation resistance; requirement*, DCTA must comply with these regulatory requirements to the extent practical—for example, to the extent compliance would not damage the equipment. DCTA shall comply with 49 CFR § 236.76, unless the wiring or tagging of PTC-related equipment is impractical or impossible given the physical configuration of E-ATC. In addition, DCTA shall comply with the insulation resistance requirements of 49 CFR § 236.552, except for testing the parts of the PTC onboard apparatus (*e.g.*, microprocessor) where the insulation resistance test would damage the equipment. Finally, as the type of testing under 49 CFR § 236.109 is not practical for, or applicable to, the current physical configuration of E-ATC, calibration is required once every 12 months, using an approved time source maintained by the National Institute of Standards and Technology or its military counterpart, the U.S. Naval Observatory.

5. Mandatory directives, including movement authorities and temporary speed restrictions (TSRs), must be provided in writing, or must be copied and retained per 49 CFR part 220, *Railroad Communications*, in accordance with applicable operating rules and instructions. DCTA's E-ATC system is not approved for digital transmission of authorities to the train crew.
6. DCTA must operate E-ATC consistent with the conditions specified in DCTA's FRA-approved PTCSP. Operations must not exceed any operational limits established by testing, and under no circumstances may operations exceed any manufacturer's design recommendations. All mandatory directives associated with credible reports of warning system malfunctions and all TSRs associated with conditions requiring the restriction of train speeds must be entered into the PTC system without undue delay. These mandatory directives and TSRs must remain in place until the associated defective conditions are repaired. DCTA's use of E-ATC must comply with 49 CFR § 236.1005, including 49 CFR § 236.1005(a)(4), regarding the PTC system's enforcement of mandatory directives. Applying alternative means of warning highway traffic does not constitute the repair of the defective condition. This condition does not restrict the use of any PTC system mandatory directive override functionality (as previously proposed to FRA) for individual train movements.

7. DCTA must identify, in writing, to FRA any changes to DCTA's E-ATC system software that change the concept of operations or the system architecture, introduce new or remove safety-critical functionality, or modify the target safety levels or the human-machine interface. For example, prior to making any changes, as defined under 49 CFR § 236.1021(h)(3)–(4),⁵ to DCTA's FRA-certified E-ATC system or the associated PTCSP, DCTA must comply with the applicable request for amendment process under 49 CFR § 236.1021.

8. ***Permanent Failure-related Reporting Requirements***

To ensure PTC system failures are properly communicated to all affected parties, FRA's PTC regulations require coordination among, and reporting by, railroads, vendors, and suppliers, under 49 CFR §§ 236.1023, *Errors and malfunctions*, and 236.1029, *PTC system use and failures*.

For example, pursuant to 49 CFR § 236.1023(e) and the instructions under § 236.1023(f), DCTA must notify FRA and the applicable vendor or supplier if the frequency of a safety-relevant hazard exceeds the thresholds in DCTA's PTCSP or has not been previously identified in the appropriate risk analysis.

Under 49 CFR § 236.1023(k), DCTA must comply with the standard reporting requirements under 49 CFR part 233 if it experiences a failure of its PTC system resulting in a more favorable aspect than intended or other condition hazardous to the movement of a train. *See, e.g.,* 49 CFR §§ 233.5, *Accidents resulting from signal failure*, and 233.7, *Signal failure reports*. For example, pursuant to the deadlines established under 49 CFR part 233, DCTA must report, in writing, to FRA any problem with E-ATC, including a Category 1 or 2 software issue⁶ or any other critical anomaly, if it results in: (1) a more favorable aspect than intended or (2) any other condition hazardous to the movement of a train.⁷ If any of these conditions occur, DCTA must cut out E-ATC on all trains that may be affected until the issue is resolved to FRA's satisfaction.

⁵ *I.e.*, proposed changes to a safety-critical element of E-ATC or proposed changes to E-ATC that affect the safety-critical functionality of any other PTC system with which it interoperates.

⁶ A Category 1 software issue is any deficiency that, if uncorrected, has no known and acceptable workaround (*i.e.*, repair necessitates taking the system offline until repairs are completed and the system is tested and returned to normal functionality), and may: (1) cause death, severe injury, or severe occupational illness; (2) cause major loss or damage to equipment or a system; (3) prevent the accomplishment of an essential capability or required interaction with other mission-critical functions; or (4) adversely affect an essential capability or negatively impact operational safety, suitability, or effectiveness. A Category 2 software issue is any deficiency that adversely affects an essential capability or negatively impacts operational safety, suitability, or effectiveness, but where adequate performance may be achieved through significant compensation or an acceptable workaround.

⁷ This includes submitting:

- (1) A False Proceed Signal Report (Form FRA F 6180.14, Office of Management and Budget (OMB) Control No. 2130-0006) within 15 days of each "failure of an appliance, device, method, or system to function or indicate as required by part 236 of this title that results in a more favorable aspect than intended or other condition hazardous to the movement of a train." *See* 49 CFR § 236.1023(k) (citing 49 CFR § 233.7, *Signal failure reports*); and
- (2) A report within 24 hours to FRA via its toll-free telephone number ((800) 424-0201) whenever the railroad learns of the occurrence of an accident or incident (as defined in 49 CFR § 225.5) arising from "the failure

Examples of critical anomalies that may affect the safety of train operations, and are therefore reportable, include, but are not limited to:

- Failure to enforce required braking applications and speed restrictions;
- Overrun of an authority boundary due to late braking or an inaccurate braking algorithm; and
- A restriction (including a TSR) sent by the dispatcher to the wayside, where such restriction is either not promptly transmitted, transmitted in error, or erroneously modified by the system.

FRA's regulations also require DCTA to submit a report by the deadline(s) set forth under 49 CFR § 236.1029(h) regarding PTC system failures—including locomotive, wayside, communications, and back office PTC system failures—that occurred during the applicable reporting period. *See* 49 CFR § 236.1029(h).

Temporary Failure-related Reporting Requirements

In addition, as required by 49 U.S.C. § 20157(j)(4), during the period specified by the Positive Train Control Enforcement and Implementation Act of 2015 (PTCEI Act):

. . . if [E-ATC] fails to initialize, cuts out, or malfunctions, the affected railroad carrier or other entity shall submit a notification to the appropriate regional office of the Federal Railroad Administration within 7 days of the system failure, or under alternative location and deadline requirements set by the Secretary, and include in the notification a description of the safety measures the affected railroad carrier or other entity has in place.

Pursuant to the PTCEI Act, this *temporary* failure-related reporting requirement applies only to FRA-certified PTC systems that are in operation and is effective only from October 29, 2015, until approximately December 31, 2021.⁸

On December 30, 2019, and March 16, 2020, FRA published a proposed framework for host railroads operating FRA-certified PTC systems to submit a Statutory Notification of PTC System Failures to fulfill this reporting requirement under the PTCEI Act.⁹ On June 5, 2020, OMB approved the Statutory Notification of PTC System Failures (Form FRA F

of an appliance, device, method, or system to function or indicate as required by part 236 of this title that results in a more favorable aspect than intended or other condition hazardous to the movement of a train.”
See 49 CFR § 236.1023(k) (citing 49 CFR § 233.5, *Accidents resulting from signal failure*).

⁸ 49 U.S.C. § 20157(j)(4). Specifically, the PTCEI Act states that this temporary reporting requirement ends one year after the last Class I railroad obtains PTC System Certification from FRA and finishes fully implementing a PTC system on all its required main lines.

⁹ *See* 84 Fed. Reg. 72121, 72123–26 (Dec. 30, 2019); 85 Fed. Reg. 15022, 15025–27 (March 16, 2020).

6180.177, OMB Control No. 2130-0553),¹⁰ and DCTA must utilize that mandatory form and adhere to its instructions to comply with 49 U.S.C. § 20157(j)(4).

Specifically, as 49 U.S.C. § 20157(j)(4) authorizes, FRA is requiring a host railroad to submit *monthly* notifications regarding any PTC system initialization failures, cut outs, and malfunctions that occur on its PTC-governed main lines, if the host railroad has fully implemented an FRA-certified and interoperable PTC system on all required route miles.

Only host railroads subject to the statutory mandate must submit the Statutory Notification of PTC System Failures (Form FRA F 6180.177), and these notifications must encompass both a host railroad's and any applicable tenant railroads' PTC system initialization failures, cut outs, and malfunctions that occurred during the reporting period. This approach is consistent with the existing regulatory requirement specifying that a tenant railroad must report a PTC system failure or cut out to "a designated railroad officer of the *host railroad* as soon as safe and practicable." *See* 49 CFR § 236.1029(b)(4) (emphasis added).

9. DCTA must track any E-ATC anomalies that may have a bearing on identifying any applicable safety hazards for conformity with the mitigated hazard frequency rates identified in its PTCSP. FRA's acceptance of the various hazard rate estimates associated with E-ATC is predicated upon DCTA's continued implementation of the subsystems and components FRA approved.
10. Before recommencing revenue service following any critical anomaly, or any software or hardware modification of the PTC system that may affect a safety-critical function, DCTA must conduct appropriate tests. The results of such tests—as well as a report identifying and describing the anomaly or modification, the corrective action taken, the technical justification for that action, the regression testing accomplished, persons who witnessed the testing, the rationale for the testing selected, and the relationship of the anomaly or modification to the assumptions made—must be made available to FRA for inspection during normal business hours. FRA reserves the right to attend any ongoing tests and perform relevant audits. *See, e.g.*, 49 CFR § 236.1009(h).
11. Upon request, DCTA must provide to FRA a copy of its PTC Product Vendor List, which must be continually updated under 49 CFR §§ 236.1015(b)(1) and 236.1023. DCTA must also maintain, in a format acceptable to FRA, documentation that each vendor or supplier from which DCTA is procuring PTC system equipment has established and can maintain a quality control system that meets the requirements of 49 CFR § 236.1015(b)(2). DCTA must provide this documentation to FRA upon request. *See* 49 CFR § 236.1023(a).
12. When E-ATC safety-critical component outputs must be verified on a particular track segment (*e.g.*, during component installation, rearrangement, or replacement), a signed auditable copy of the results must be kept on file and made available to FRA for review and duplication during normal business hours consistent with 49 CFR §§ 236.1037, *Records retention*, and 236.1009(h).

¹⁰ Available at <https://safetydata.fra.dot.gov/PTCSystemFailuresFRAForm177/>.

JOHN THUNE, SOUTH DAKOTA
 ROY BLUNT, MISSOURI
 TED CRUZ, TEXAS
 DEB FISCHER, NEBRASKA
 JERRY MORAN, KANSAS
 DAN SULLIVAN, ALASKA
 CORY GARDNER, COLORADO
 MARSHA BLACKBURN, TENNESSEE
 SHELLEY MOORE CAPITO, WEST VIRGINIA
 MIKE LEE, UTAH
 RON JOHNSON, WISCONSIN
 TODD YOUNG, INDIANA
 RICK SCOTT, FLORIDA

MARIA CANTWELL, WASHINGTON
 AMY KLOBUCHAR, MINNESOTA
 RICHARD BLUMENTHAL, CONNECTICUT
 BRIAN SCHATZ, HAWAII
 EDWARD MARKEY, MASSACHUSETTS
 TOM UDALL, NEW MEXICO
 GARY PETERS, MICHIGAN
 TAMMY BALDWIN, WISCONSIN
 TAMMY DUCKWORTH, ILLINOIS
 JON TESTER, MONTANA
 KYRSTEN SINEMA, ARIZONA
 JACKY ROSEN, NEVADA

JOHN KEAST, STAFF DIRECTOR
 DAVID STRICKLAND, DEMOCRATIC STAFF DIRECTOR

United States Senate

COMMITTEE ON COMMERCE, SCIENCE,
 AND TRANSPORTATION

WASHINGTON, DC 20510-6125

WEBSITE: <http://commerce.senate.gov>

December 31, 2020

Mr. Raymond Suarez
 Chief Executive Officer
 Denton County Transportation Authority
 1955 Lakeway Drive Suite 260
 Lewisville, TX 75057

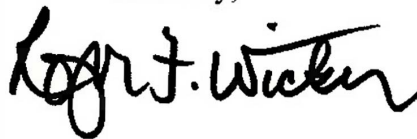
Dear Mr. Suarez:

The U.S. Senate Committee on Commerce, Science, and Transportation commends all railroads that were required to implement positive train control (PTC) by December 31, 2020 on successfully meeting the deadline. As Chairman, I would like to congratulate you and your employees for achieving this significant accomplishment.

The path to PTC implementation has been long and complex. It has spanned many years and cost billions of dollars. This year, the path was made even more complicated by the COVID-19 pandemic, which has affected frontline workers across all sectors. I commend your employees on their work to meet the deadline despite this year's challenges, and I appreciate your continued dedication to employee health and safety.

I look forward to working with you to build upon this success. Thank you for your contributions to public safety.

Sincerely,



Roger F. Wicker
 Chairman

CC: The Honorable Elaine Chao, Secretary, U.S. Department of Transportation
 The Honorable Ronald L. Batory, Administrator, Federal Railroad Administration, U.S. Department of Transportation

Dear Ray,

We write to congratulate you on your monumental achievement of reaching Positive Train Control (PTC) Certification by the December 31, 2020 deadline set by Congress. We applaud this significant achievement which required industry-wide dedication, cooperation, and innovation.

Your organization and each of the other 28 commuter rail operators worked tirelessly to implement this technology over the last several years. You and your team should be very proud of this extraordinary accomplishment given the numerous challenges and time pressures that your organization and the industry faced.

Industry-wide implementation of PTC has been a massive undertaking, achieved only through dedication by you, together with the PTC equipment providers, consultants, interoperable partners, and the Federal Railroad Administration. Our commuter rail operators have invested over \$4 billion to implement PTC.

We are grateful for the invaluable contributions made by APTA's commuter rail systems to make your operations safer. We look forward to continuing our support for you and our commuter rail systems. Again, congratulations on this major accomplishment to you and your team!

Sincerely,



PAUL P. SKOUTELAS
American Public Transportation Association
President and CEO

1300 I Street NW | Suite 1200 East | Washington, DC 20005
O: 202-496-4889 C: 202-748-7934 | pskoutelas@apta.com | www.apta.com



NURIA I. FERNANDEZ
American Public Transportation Association
Chair



1300 I Street NW | Suite 1200 East | Washington, DC 20005
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			Agencies to Adopt or Implement					
Policy Name	Policy	Action Type	Cities	Counties	TxDOT	NTTA	Transit Authorities	ISDs
Air Quality								
Clean Construction	Encourage use of lower-emission construction equipment on transportation projects which are awarded federal funding by the Regional Transportation Council and conduct comparison studies to compare regular contracts.	Governing Body Approval	●	●	●	●	●	●
Clean Fleet	Required for clean fleet funding as contained in Regional Transportation Council Resolution R14-10. Establish a framework for reducing emissions, reducing fuel consumption, partnering with NCTCOG/DFW Clean Cities, and training staff.	Governing Body Approval	●	●	●	●	●	●
Idling Restrictions	Implement and enforce Locally Enforced Motor Vehicle Idling Limitations, consistent with Regional Transportation Council Resolution R08-03, which limits the idling of certain vehicles to five minutes or less and provides for enforcement mechanisms.	Ordinance	●	●				●
Aviation								
Unmanned Aircraft Systems	Participate, share best practices and coordinate with regional stakeholders to assist with the integration of UAS Technology into the metroplex.	Joint Staff Coordination	●	●	●	●	●	●
Environmental								
Stormwater Management	Implement sustainable stormwater practices for transportation improvements and site development to promote improved water quality, flood control, and reduced run-off effects.	Governing Body Approval	●	●	●	●	●	●
Freight								
Freight-Oriented Development	Enhance freight-oriented land-use sustainability by requiring local governments to adopt compatible zoning requirements to property adjacent to freight-oriented development land uses.	Ordinance	●					
Railroad Safety	Improve railroad safety through public education, innovation, and partnering with local governments to address railroad crossing safety improvements.	Joint Staff Coordination	●	●	●		●	●
Operations, Safety, and Security								
Copper Theft	Coordinate and share best practices to prevent copper wire theft supporting the operations and illumination of transportation infrastructure.	Joint Staff Coordination	●	●	●	●	●	
Integration	Integrate all traffic operations systems between public sector entities, including sharing of data and video.	Joint Staff Coordination	●		●	●	●	
Securing Transportation Infrastructure	Participate in the identification and development of a security plan for the top 10 regionally identified transportation infrastructure components.	Joint Staff Coordination	●	●	●	●	●	
Traffic Incident Management	Require a comprehensive, coordinated, interagency approach to traffic incident management in the North Texas region modeled after Regional Transportation Council Resolution R08-10. This	Governing Body Approval	●	●	●	●		
Wrong-Way Driving	Work with NCTCOG staff and the Regional Transportation Council to implement safety strategies to reduce wrong-way driving crashes.	Joint Staff Coordination	●	●	●	●	●	●
Roadways								
Complete Streets	Implement a local Complete Streets Policy including, but not limited to, the following: vision and intent, applicability, design, and implementation strategy.	Governing Body Approval	●	●	●			
Urban Thoroughfare Revitalization	Implement land-use and transportation programs and policies to revitalize and redevelop aging infrastructure (at least 20+ years old) to provide context sensitive solutions for urban thoroughfares on the state roadway systems and other important community roadways that have significant development of commercial, retail, and other uses.	Governing Body Approval	●	●	●			

			Agencies to Adopt or Implement					
Policy Name	Policy	Action Type	Cities	Counties	TxDOT	NTTA	Transit Authorities	ISDs
Sustainable Development								
Land-Use Strategies	Develop sustainable land-use strategies to support urban, rural, and suburban communities. A) Encourage form-based design, increased density, diversity of land uses, and multimodal transportation options for areas of infill, redevelopment, historic main streets, and/or those that are transit oriented; B) Develop strategies to protect rural land use and reduce suburban sprawl; or C) Encourage strategies that support areas of conservation, partnered with strategic economic growth and density.	Governing Body Approval	●	●				
Parking Management	Work with NCTCOG staff to identify and develop parking management strategies within areas of higher density or trip generation. Strategies would include smart parking management policies to reduce excessive traffic circulation and to set standards for supply ratios that might encourage alternative modes of transportation such as: transit, shared parking, on-street parking provisions, bicycle parking, parking management technologies, parking districts, etc.	Joint Staff Coordination	●				●	
Safe Access to Schools	Engage TxDOT, the city, and all Independent School Districts within their jurisdiction to partner, prepare, and implement Safe Routes to School plans for existing and future schools, to address the five Es of engineering, education, enforcement, encouragement, and evaluation. Plans would include topics such as traffic operations, safety, bicycle, walking access, etc.	Joint Staff Coordination	●	●	●			●
School Siting Coordination	Engage TxDOT, the city, and all Independent School Districts within their jurisdiction to collaborate on the Independent School Districts' growth plans, the city's Comprehensive Plan, and other general coordination. Discussions should be had regarding school siting, safety, etc.	Governing Body Approval		●	●			●
Transit								
Transit Funding: Level 1	Allocate local funds to support public transit (e.g. participate as a member of a transit authority, contract for transit service, build transit-oriented developments).	Governing Body Approval	●	●			●	
Transit Funding: Level 2	Participate in some form of membership with a transportation authority that results in rail transportation investments and more efficient land-use development.	Election	●	●			●	
Travel Demand Management								
Employer Trip Reduction Program	Request local agency staff and NCTCOG staff to meet with all major employers (defined as employers with 250 or more employees) to discuss and encourage the implementation of voluntary Employer Trip Reduction Programs.	Joint Staff Coordination	●	●				
		Total	20	17	12	7	10	7
		Need 50% of Eligible Policies	10	8	6	3	5	3

Action Type Definitions		Level of Difficulty
Joint Staff Coordination:	Regional Transportation Council staff and local agency staff work together to implement and encourage within the region.	● ○ ○ ○
Governing Body Approval:	Resolution, Court Order, Minute Order, or other instrument reflecting governing body approval.	● ● ○ ○
Ordinance:	Ordinance or other locally enforceable rule or law.	● ● ● ○
Election:	Requires an election in order to implement.	● ● ● ●

AGENDA

REGIONAL TRANSPORTATION COUNCIL Thursday, September 10, 2020 North Central Texas Council of Governments

The RTC meeting on September 10, 2020, will be conducted as a videoconference meeting via Zoom. Members of the public wishing to speak may do so by calling toll free 1-855-965-2480 and entering meeting ID 930 1616 7493# when prompted. Following conclusion of the Opportunity for the Public to Speak in Agenda Item 1, the audio line will be disconnected. Members of the public may view a livestream of the RTC meeting at www.nctcog.org/video under the "live" tab.

1:00 pm Full RTC Business Agenda

- 1:00 – 1:10** 1. **Opportunity for the Public to Speak on Today's Agenda: Consistent with HB 2840**
☒ Information Minutes: 10
 Item Summary: This item provides an opportunity for the public to comment on today's meeting agenda items. Members of the public wishing to comment on an agenda item may do so during this item by calling toll free 1-855-965-2480 and entering meeting ID 930 1616 7493# when prompted. Speakers should state their name, city of residence, the agenda number they are speaking on, and whether they are speaking on/for/against the item. Members of the public are not permitted to provide comments after the conclusion of this agenda item; therefore, the audio line will be disconnected and members of the public may view the livestream of the meeting at www.nctcog.org/video.
 Background: N/A
- 1:10 – 1:15** 2. **Approval of August 13, 2020, Minutes**
☒ Action ☐ Possible Action ☐ Information Minutes: 5
 Presenter: Roger Harmon, RTC Chair
 Item Summary: Approval of the August 13, 2020, minutes contained in [Electronic Item 2](#) will be requested.
 Background: N/A
- 1:15 – 1:20** 3. **Consent Agenda**
☒ Action ☐ Possible Action ☐ Information Minutes: 5
- 3.1. **Metropolitan Transportation Plan Policy Bundle Round Four**
 Presenter: Kevin Feldt, NCTCOG
 Item Summary: Approval of the fourth round of the Metropolitan Transportation Plan (MTP) Policy Bundle funding opportunity, including the plan to distribute available Transportation Development Credits (TDCs), will be requested.
 Background: Recommendations in Mobility 2045 consist of policies, programs, and projects reflecting the region's priorities

Policy Bundle Funding Recommendations						
	Entity	Policies Adopted				Recommended 2020 TDCs
		2017	2018	2019	2020	
Cities: Eligibility Requires Adoption of 10 Policies						
	City of Arlington	12	13	--	16	1,875,000
	City of Coppell	--	11	11	--	-
	City of Corinth*	--	--	--	13	1,125,000
	City of Dallas	15	17	17	19	3,000,000
	City of Denton	--	--	15	16	1,125,000
	City of Duncanville	8 ^x	12	--	15	1,125,000
	City of Farmers Branch	--	12	--	11	1,125,000
	City of Fort Worth	14	16	17	17	3,000,000
	City of Frisco*	--	--	--	14	1,125,000
	City of Garland	--	14	16	15	1,875,000
	City of Grand Prairie*	--	--	--	10	1,125,000
	City of Grapevine	12	16	16	17	1,125,000
	City of Irving	--	--	12	15	1,875,000
	City of Lewisville	10	13	15	15	1,125,000
	City of McKinney	15	16	16	14	1,125,000
	City of Mesquite	11	13	15	13	1,125,000
	City of North Richland Hills	8 ^x	--	12	15	1,125,000
	City of Plano	13	16	--	17	1,875,000
	City of Richardson	12	13	14	13	1,125,000
	City of Terrell*	--	--	--	13	1,125,000
Transit: Eligibility Requires Adoption of 5 Policies						
	DCTA	8	10	11	10	1,875,000
	Trinity Metro	5	9	9	9	3,000,000
Total						33,000,000

Legend

-- Did not apply

x Applied, but did not meet requirements

* New applicant for 2020

REGIONAL TRANSPORTATION COUNCIL September 10, 2020

In accordance with the Texas Governor's March 13, 2020, Disaster Declaration which was renewed through October 7, 2020, and subsequent suspension of certain Texas Open Meetings Act provisions, the September 10, 2020, meeting of the Regional Transportation Council (RTC) was conducted as a videoconference via Zoom. Staff conducted a roll call of members and the presence of a quorum was confirmed. The following members or representatives were present on the videoconference: Tennell Atkins, Richard Aubin, Mohamed Bur, Dianne Costa, Theresa Daniel, Jeff Davis, Pat Deen, Rudy Durham, Andy Eads, Kevin Falconer, Gary Fickes, George Fuller, Rick Grady, Lane Grayson, Mojoy Haddad, Roger Harmon, Ivan Hughes, Clay Lewis Jenkins, Ron Jensen, Carl L. Johnson, Jungus Jordan, John Keating, Mike Leyman, Curtistene McCowan, B. Adam McGough, Cara Mendelsohn, Robert Miklos, Cary Moon, Barbara Odom-Wesley, Philip J. Ritter, John Ryan, Chris Schulmeister, Mark Aldredge (representing Casey Thomas II), Jeremy Tompkins, T. Oscar Trevino Jr., William Tsao, Paul N. Wageman, Dennis Webb, Duncan Webb, B. Glen Whitley, W. Jeff Williams, and Ann Zadeh.

1. **Opportunity for the Public to Speak on Today's Agenda: Consistent with HB 2840:** This item allows members of the public an opportunity to give input on agenda items. Regional Transportation Council Chair Roger Harmon asked if there were any public comments. No members of the public chose to speak.
2. **Approval of the August 13, 2020, Minutes:** The minutes of the August 13, 2020, meeting were approved as submitted in Reference Item 2. B. Glen Whitley (M); Richard Aubin (S). The motion passed unanimously.
3. **Consent Agenda:** The following item was included on the Consent Agenda.
 - 3.1. **Metropolitan Transportation Plan Policy Bundle Round Four:** Approval of the fourth round of the Metropolitan Transportation Plan Policy Bundle funding opportunity, including the plan to distribute available Transportation Development Credits as identified in Electronic Item 3.1, was requested.

A motion was made to approve the item on the Consent Agenda. Curtistene McCowan (M); T. Oscar Trevino (S). The motion passed unanimously.
4. **Orientation to the Agenda/Director of Transportation Report:** Michael Morris provided an overview of items on the Director of Transportation Report. He noted he received a call from Senator John Cornyn's office regarding good news for the region. Members will be provided the information by email once official announcement has been made. In addition, he congratulated new Texas Department of Transportation (TxDOT) Fort Worth District Engineer Carl L. Johnson, P.E. Mr. Morris also discussed the current method performance measures are addressed on the agenda and noted staff is working on a new format to be implemented on October 1, 2020. He noted Alan Clark, Director of Transportation Planning at the Houston-Galveston Area Council is retiring and remembered Wick Allison, founder of D Magazine, who recently passed. Regional Transportation Council (RTC) Chair Roger Harmon has approved a Legislative Workshop at 11:30 am on October 8, 2020, prior to the RTC meeting. The workshop will be conducted via Zoom. He noted the International Bridge, Tunnel and Turnpike Association recently awarded a Certificate of Merit awarded to the North Central Texas Council of Governments (NCTCOG) Automated Occupancy Detection and Verification Project, GoCarma. He also provided a status report on the advancement of engineering funds for the North Texas

DCTA’s Public Transportation Agency Safety Plan (PTASP) was successfully completed, reviewed and certified prior to the December 31, 2020 requirement.

Certifications & Assurances | FY 2020 C&A Affirmations

Recipient Details

Recipient ID
6464

Recipient Name
Denton County Transportation Authority

Certification and Assurance Information

Fiscal Year 2020
Assigned Date 2/28/2020
Due Date 5/28/2020

Original Certification Date 3/11/2020
Latest Certification Date 12/7/2020

Published Certifications and Assurances

FTA CERTIFICATIONS AND ASSURANCES

Public Transportation Agency Safety Plan (PTASP)

On or before December 31, 2020, applicants and recipients of Section 5307 grants and rail transit agencies that are subject to the State Safety Oversight Program must certify to Category 2: Public Transportation Agency Safety Plans. Due to the Coronavirus Disease 2019 (COVID-19) public health emergency, FTA has issued a Notice of Enforcement Discretion stating that FTA will refrain from taking enforcement action related to the PTASP regulation until January 1, 2021. While applicants and recipients are encouraged to certify by the original deadline of July 20, 2020, to the extent practical, those who do not certify compliance until December 31, 2020, remain eligible for Chapter 53 grant funds.

[List of All Applicable Agencies](#)

[PTASP Technical Assistance Center](#)

Certifications and Assurances

Certification History

Certification Date: 12/7/2020 | Official: Raymond Suarez | Attorney: Joseph Gorfida Jr

Interactive Magazine: <https://www.yumpu.com/en/document/read/65155527/2020-media-toolkit>



ABOUT DCTA

BACKGROUND AND PURPOSE
For 17 years, the Denton County Transportation Authority (DCTA) has accelerated innovative mobility solutions through efforts that strive to reduce traffic congestion and enhance air quality, while contributing to the growth, development and improvement of quality of life for all communities we serve.

SERVICE OVERVIEW
DCTA helps riders get where they need to go with a variety of services including the 21-mile A-train commuter rail, Connect fixed-route buses, Collin County Transit, on-demand zones in Lewisville and Denton, Frisco Demand Response, Access and more.

COMPANY MILESTONES

VISION, MISSION AND CORE VALUES
DCTA is committed to improving mobility, air quality, economic development and livability in North Texas. With the implementation of core values that prioritize safety, accountability, commitment, excellence, integrity and respect, DCTA is determined to be a leader in advancing mobility alternatives in North Texas.

MILESTONES
Formed in 2002, DCTA is Denton County's primary transportation agency – providing modern transportation solutions to residents and continuously striving to meet the growing need for transportation options.

Below are key milestones DCTA has achieved since inception.

- **2002:** Denton County voters approve the confirmation of DCTA by 73 percent
- **2003:** Denton, Highland Village and Lewisville join DCTA and levy a half cent sales tax to finance the system
- **2005:** The University of North Texas (UNT) and DCTA sign an agreement for a new shuttle system
- **2011:** DCTA's 21-mile A-train commuter rail line officially launches to the public
- **2012:** The Federal Railroad Administration (FRA) approves first integrated use of Stadler GTW Rail Vehicle for DCTA – the first of its kind in the U.S.
- **2013:** The A-train surpasses one million passengers
- **2016:** DCTA launches North Texas Xpress commuter bus service in partnership with Trinity Metro
- **2018:** DCTA becomes first transit agency in Texas to begin testing federally mandated Positive Train Control-PTC and launches a new Highland Village Lyft Discount Program
- **2019:** DCTA expands transit offerings with the new Mobility as a Service (MaaS) contract model (one of the first of its kind in the U.S.)
- **2020:** DCTA launches Downtown Denton Transit Center (DDTC) Evening On-Demand zone service

TRAIN

BUS

RAIL TRAIL

VANPOOL

ON-DEMAND

ACCESS

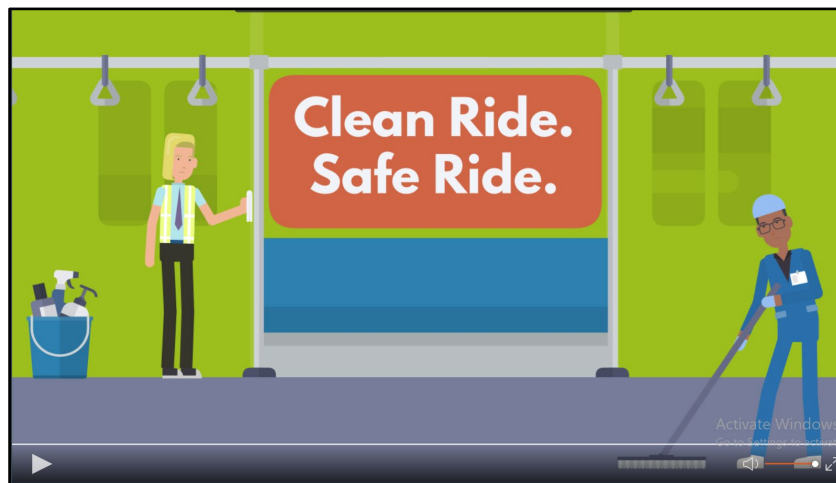
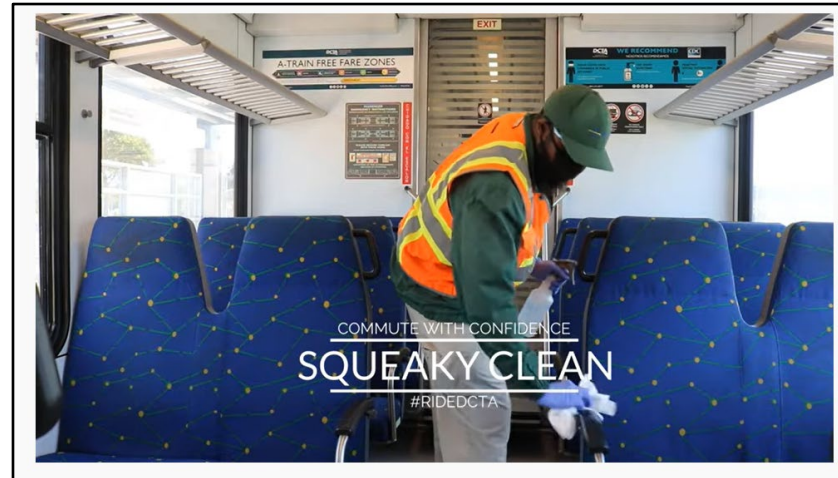
RIDE SAFE, STAY SAFE COVID-19 CAMPAIGN

Regular Item 2, Exhibit 7

DCTA launched a strategic marcom campaign to educate riders on all agency COVID-19 responses and safety measures in place.

Interactive magazine:

<https://www.yumpu.com/en/document/read/64541972/welcome-back-rider-safety-plan>



DCTA is taking the necessary precautions to make sure our vehicles are safe so that when you're ready, you can hop back on board.

Visit RideDCTA.net to learn more!



Scan the QR code to the left with your camera to view our COVID-19 response and safety measures.

RideDCTA.net • 940.243.0077

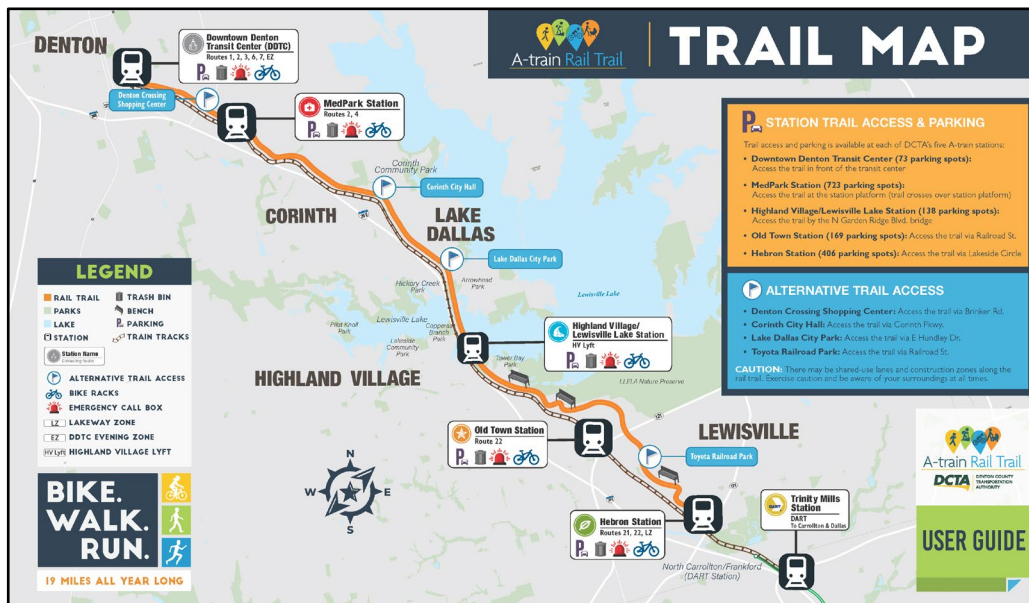


HopOnBoardBlog.com • #RideDCTA

A-TRAIN RAIL TRAIL POCKET GUIDE BROCHURE

Regular Item 2, Exhibit 7

Brand new [guide](#) that strategically highlights the rail trail map, safety tips, A-train connections and more.



ABOUT THE RAIL TRAIL

The A-train Rail Trail is 19 miles long and connects from downtown Denton to Lewisville alongside the DCTA commuter rail line.

The rail trail is part of DCTA's ongoing efforts to improve air quality, economic development, mobility and livability. It connects existing transit facilities with key destinations within DCTA's member cities (Denton, Highland Village and Lewisville) and surrounding areas.

DCTA partners with Denton, Lewisville and Highland Village, the cities surrounding the trail, Denton County, Texas Department of Transportation (TxDOT) and the North Central Texas Council of Governments (NCTCOG) on the rail trail.

RAIL TRAIL AMENITIES

With scenic views and easy accessibility, DCTA's rail trail is a viable amenity for biking, walking, running and other exercise activities.

Amenities include:

- Rest areas with benches and trash cans in select areas
- Concrete paths and scenic views, with access to Lake Lewisville
- Z-crossing fencing for the safety of cyclists and pedestrians
- Parking available at each of DCTA's five A-train stations
- Connectivity to many other Denton County parks and trails

Access to mobility services at A-train stations.

FUN DESTINATIONS ALONG THE RAIL TRAIL

You don't have to go far to have a good time. There are many fun places to visit in Denton, Highland Village and Lewisville that are accessible from DCTA's rail trail.

DENTON

- Downtown Denton shops, restaurants and other entertainment - short walk from the DOTC
- Fred Moore Park - accessible via Prairie St
- Denton Crossing Shopping Center - accessible via Brinker Rd

HIGHLAND VILLAGE

- Shops of Highland Village and The Marketplace at Highland Village - accessible via the Highland Village Lyft Discount Program (does not accommodate bikes)
- Highland Village Double Ranch Park - accessible via the Garden Ridge bridge
- Copperas Branch Park - accessible via the Garden Ridge bridge

LEWISVILLE

- Toyota Railroad Park (trail goes through the park)
- Lewisville Lake Environmental Learning Area (LLELA) - trail goes by the entrance
- Old Town Lewisville shops, restaurants and other entertainment venues - short walk from Old Town Station

RAIL TRAIL SAFETY TIPS

- Know Your Right of Way:** Check signage for the rail trail and follow the correct right of way yields
- Exercise Caution at Night:** Portions of the rail trail may be darker than others at night, so stay aware of your surroundings
- Cross at Designated Location:** Check your surroundings before crossing the rail trail; only cross at designated crosswalks and never cross the tracks illegally
- Stop for Flashing Red Lights:** Flashing red lights indicate a train is approaching from either direction; do not cross the tracks until the lights have stopped flashing and it's safe to do so

A-TRAIN CONNECTION

Need a short break while on DCTA's rail trail? Hop on the agency's A-train commuter rail line that connects from downtown Denton to Lewisville. Connection to Dallas is available through Dallas Area Rapid Transit's (DART) Green Line at the Trinity Mills Station in Carrollton.

Passengers can ride the A-train free of charge in the designated "free fare zones" between the Downtown Denton Transit Center and the MedPark Station, as well as between the Hebron Station and the Trinity Mills Station.

Visit [RideDCTA.net](#) for more information.

CONNECT WITH US

Scan to view the digital A-train Rail Trail map

Scan to view the A-train schedule

RULES FOR BIKING SAFELY

BIKE CHECK TIPS

- Make sure your bike has reflectors
- Wear a head lamp
- Carry an emergency pump
- Dress in bright, reflective clothing, especially if you're cycling in the evening
- Utilize official hand signs during your ride
- Make sure your bags and items are securely attached to you or your bike

LOOK BOTH WAYS BEFORE YOU CROSS

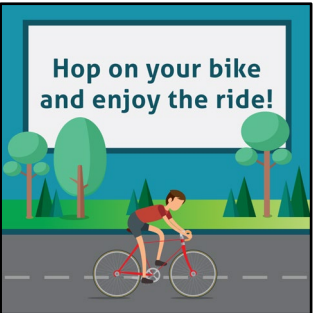
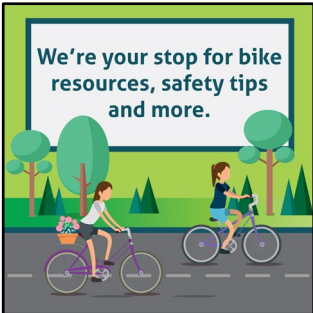
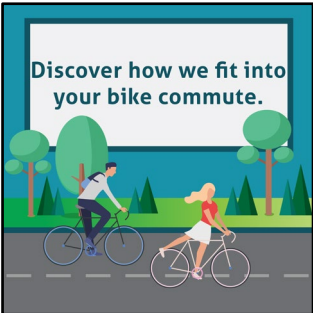
When riding your bike, always look both ways when crossing an intersection for buses, trains, cars and alongside rail trails and city streets. Dismounting before you cross any intersection during your bike trip is the way to go to stay safe.

AVOID RIDING IN BLIND SPOTS

When riding your bike near large vehicles, stay alert and exercise caution. Buses frequently pull to the right when stopping to load and unload passengers. If you're passing a stopped vehicle on your bike, stay on the bike path which will dictate your way around parked and moving vehicles.

BIKE WEB PAGE REVAMP

To celebrate National Bike Month, DCTA revamped its [Bikes and Transit webpage](#) with helpful content to serve as a resource for Denton County, our riders, stakeholders and local partners.





Discover How We Fit into Your Bike Commute

Bringing your bike when you #RideDCTA is simple and fun! Biking allows you to connect to more places within your community and is a proactive way to reduce emissions and fit in time for exercise.

Our bike webpage has many resources available for those who want to learn more about biking safely around Denton County. You can also check out local clubs and organizations to add more fun to your bike adventure!

Rules for Biking Safely

BE PREPARED WITH BIKE CHECK TIPS
It's important that every cyclist ensures they're outfitting their bike appropriately for a safe ride. Below are key tips to keep in mind:

- Make sure your bike has reflectors
- Wear a head lamp
- Carry an emergency pump
- Dress in bright, reflective clothing, especially if you're cycling in the evening
- Utilize official hand signs during your ride
- Make sure your bags and items are securely attached to you or your bike

LOOK BOTH WAYS BEFORE YOU CROSS
When riding your bike, always look both ways when crossing an intersection for buses, trains, cars and alongside rail trails and city streets. Dismounting before you cross any intersection during your bike trip is the way to go to stay safe.

AVOID RIDING IN BLIND SPOTS
When riding your bike near large vehicles, stay alert and exercise caution. Buses frequently pull to the right when stopping to load and unload passengers. If you're passing a stopped vehicle on your bike, stay on the bike path which will dictate your way around parked and moving vehicles.



Loading and Unloading Your Bike

DCTA accommodates bikes on transit vehicles whenever possible on a space available basis. Any passenger may use the bike racks on the front of many DCTA buses, take them on buses not equipped with exterior racks and use the bike hooks onboard the A-train located near the ADA-compliant seats.

If priority seating is needed for passengers, bike owners may be asked to move, wait for the next trip or use a bike rack at another DCTA A-train station.

Bus

LOADING YOUR BIKE

- Signal the driver before loading your bike
- Squeeze the handle on the top of the rack and lower it parallel to the ground
- Place your bike in the rack closest to the bus
- Lift the bar over your bike wheels to secure it

UNLOADING YOUR BIKE

- Wait for the bus to come to a complete stop
- Exit through the front door and tell our bus operator that you will unload your bike
- Make sure our driver sees you before stepping in front of the bus
- Remove the bars from the wheels and lift your bike off the rack
- If the rack is empty, push it back up toward the bus until it's locked

A-train

LOADING YOUR BIKE

- Wheel your bike on board the A-train
- Pick up your bike and place one wheel on the hook
- If the rack is full, alert one of our rail operators and they will escort you to another rail car to load your bike on an open rack

UNLOADING YOUR BIKE


- Wait for the train to come to a complete stop
- Be aware of those around you
- Carefully remove your bike from the rack by lifting it up and off the hook
- Wheel your bike to the nearest exit
- Do not ride your bike on board or on train station platforms

Key DCTA Bike Facts to Know


Bike racks are available on the front of most buses. Bike hooks are available on the A-train, but not required.

There are two bike racks at each of DCTA's A-train stations and four at the Downtown Denton Transit Center (DDTC) with the ability to hold eight bikes each.

DCTA is not responsible for lost or stolen bikes. If you left your bike on a vehicle, call our customer service team at 940.243.0077.



BikeDCTA.net • 940.243.0077

 HopOnBoardBlog.com • #BikeDCTA

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DCTA Board Meeting • June 25, 2020

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SAFETY KIDS COLORING BOOK

DCTA developed its first branded coloring book (English and Spanish versions) highlighting key safety tips for educational outreach efforts.



ELF ON THE BUS/TRAIN HOLIDAY CAMPAIGN

To spread holiday cheer, DCTA launched an “Elf on a Bus/Train” engagement campaign to interact with passengers and key safety tips and helpful rider information.

DCTA @RideDCTA · Dec 22, 2020

Hanging out at Hebron station this morning and there are so many options! I can ride Lewisville Connect Route 21 or 22, the A-train or the Lewisville Lakeway On-Demand zone! Hmm, which should I ride today?

Love,
Ryder The **DCTA Elf**

A photograph of a red elf doll with a green face and blue gloves, sitting on the dashboard of a white bus. The bus is parked at a station with trees and a sign in the background. The elf is wearing a red hat and a blue backpack.

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DCTA @RideDCTA · Dec 17, 2020

Purchasing fare is an important part of my trip! I like to use the convenient ticket vending machines on the A-train platforms for quick trips. How do you purchase your fare?

Love,
Ryder, The **DCTA Elf**

A photograph of a red elf doll with a green face and blue gloves, standing in front of a yellow ticket vending machine. The elf is wearing a red hat and a yellow vest with a grey X-shaped strap. The machine has numbers 1 through 10 on it.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Texas**

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morill

Executive Director



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Presented to

**Denton County Transportation Authority
Texas**

For its Comprehensive Annual
Financial Report
For the Fiscal Year Ended

September 30, 2019

Christopher P. Morill

Executive Director/CEO



September 25, 2020

Mr. Raymond Suarez
Chief Executive Officer
DCTA
PO Box 96
Lewisville, TX 75067

Dear Mr. Suarez,

I am pleased to inform you that your agency's procurement department has earned the 2020 Achievement of Excellence in Procurement® Award. The continuously evolving AEP criteria are designed to measure and provide benchmarks for public procurement best practices.

The DCTA is one of only 46 agencies in Texas and one of only 34 Special Districts in the United States and Canada to receive the award.

We encourage you to share this prestigious award with your colleagues and your community. A sample press release is located on our website at www.npiconnection.org/aep/media

Congratulations on the 25th Annual 2020 Achievement of Excellence in Procurement® Award!

Sincerely,

Brian P. Garrity, CPSM, C.P.M., CPPB
Achievement of Excellence in Procurement® Award Officer

cc: Athena Forrester, CPPO, CPPB, AVP of Regulatory Compliance

The Achievement of Excellence in Procurement® recognizes organizational excellence in public and non-profit procurement. The award criteria are designed to measure innovation, professionalism, e-procurement, productivity, and leadership attributes of the procurement function. The Achievement of Excellence in Procurement® is sponsored by the National Procurement Institute (NPI), the California Association of Public Procurement Officials (CAPPO), the Canadian Public Procurement Council / Conseil canadien des marchés publics (CPPC), the Florida Association of Public Procurement Officials (FAPPO), the National Association of Educational Procurement (NAEP), the National Association of State Procurement Officials (NASPO), NIGP: The Institute for Public Procurement and the Texas Public Purchasing Association (TxPPA).

NATIONAL PROCUREMENT INSTITUTE, INC.
PO Box 2774, Rockport, TX 78381
Tel: 702.989.8095 Fax: 702.967.0744 Toll Free: 866.877.7641
www.npiconnection.org

Board of Directors Memo

January 28, 2021

SUBJECT: Consider Approval of Resolution R21-01 Approving FY21 Budget Revision 2021-02

Background

The DCTA budget is prepared months in advance of the start of the October 1 fiscal year and not all revenues and expenses can be anticipated at the time of the budget preparation. Therefore, during the fiscal year, it may become necessary to reforecast the annual revenues and expenses and modify the budget by amendment. Amending the budget for material changes will provide a better forecasting and management tool for the Board and DCTA staff.

Previous Board Activity & Action

The FY21 budget was originally adopted on September 24, 2020. This is the second budget revision related to the FY21 budget. Year to Date FY2021 Budget Revisions are included as Exhibit 3.

Identified Need

In order to improve financial reporting and communicate expected financial results, the revised budget is submitted to the Board for consideration and approval of the attached Budget Revision Number 2021-02. DCTA's Financial Management Policies require approval of a Board resolution to authorize a budget amendment that increases the total adopted fiscal year budget or moves funds between DCTA and NTMC.

Major items included in this revision are as follows:

Operating Revenue:

- Increase of \$175k – CCT service extension from December 2020 to June 2021

Operating Expenses:

- Outsourced Services & Charges – increase of \$1M
 - \$334k – Transformation Initiative Study rollover from 2020
 - \$583k – Accenture Task Order #2 for Project Management Office
- Purchased Transportation Services – increase of \$471k
 - \$200k – City of Lewisville agreement for Andes Metals rail crossing repairs that will be reimbursed 100%
 - \$171k – Irving Holdings contract increase related to CCT service extension

Financial Impact

The total budget impact of Budget Revision 2021-02 is a decrease to Net Position of \$1,145,359.

Recommendation

Staff recommends the Board of Directors approve Resolution R21-01 authorizing a budget revision for the FY 2021 operating and capital budget.

Exhibits

Attached – Exhibit 1: Resolution R21-01 authorizing FY 2021 Budget Revision Number 2021-02

Attached – Exhibit A: Budget Revision 2021-02

Attached – Exhibit B: Change in Net Position – DCTA


Attached – Exhibit B-1: Change in Net Position – DCTA & NTMC Combined

Attached – Exhibit 2: FY2021 TRiP Funding Allocation

Attached – Exhibit 3: Year to Date FY2021 Budget Revisions

Submitted By: 
Amanda Riddle, Senior Manager of Budget

Final Review: 
Marisa Perry, CPA, Chief Financial Officer/VP of Finance

Approval: 
Raymond Suarez, Chief Executive Officer

**DENTON COUNTY TRANSPORTATION AUTHORITY
RESOLUTION NO. R21-01**

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE DENTON COUNTY TRANSPORTATION AUTHORITY (DCTA) APPROVING FISCAL YEAR 2021 BUDGET REVISION NUMBER 2021-02 REVISED OPERATING AND CAPITAL BUDGET, ATTACHED HERETO AS EXHIBITS “A”, “B” and “B-1”, RESPECTIVELY; PROVIDING A REPEALING CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, DCTA budget is a well calculated estimate as to what will be needed for expenditures in the fiscal year; and

WHEREAS, budget estimates are often prepared months in advance of the actual expenditures and the possibility that the actual amount of the expenditure will be known in exact terms at the time of the budget preparation is unlikely; and

WHEREAS, it may become necessary to reforecast the annual expenditures and modify the budget by amendment; and

WHEREAS, the Board of Directors of the DCTA desires to amend the fiscal year 2021 Operating and Capital Budget as set forth in Exhibits “A”, “B”, and “B-1”, respectively.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE DENTON COUNTY TRANSPORTATION AUTHORITY, THAT:

SECTION 1. The Operating and Capital Budget Revision attached hereto as Exhibits “A”, “B”, and “B-1” respectively, be, and the same is hereby adopted and which shall amend the original budget adopted September 24, 2020, from and after the effective date of this Resolution.

SECTION 2. All provisions of the resolutions of the Board of Directors of the DCTA, in conflict with the provisions of this Resolution be, and the same are hereby, repealed, and all other provisions not in conflict with the provisions of this Resolution shall remain in full force and effect.

SECTION 3. This Resolution shall become effective immediately upon its passage and approval.

DULY PASSED AND APPROVED BY THE BOARD OF DIRECTORS OF THE DENTON COUNTY TRANSPORTATION AUTHORITY THE 28TH DAY OF JANUARY, 2021.

APPROVED:

Chris Watts, Chair

ATTEST:

Sam Burke, Secretary
(01-15-2021:TM 120123)

DENTON COUNTY TRANSPORTATION AUTHORITY

BUDGET TRANSFER / REVISION REQUEST

Number: 2021-02

TRANSACTION TYPE: Transfer ☐
 Revision ☒

	Working Budget	Budget Revision Amount	Revised Budget
BUDGET REVISIONS			
<u>OPERATING REVENUES:</u>			
Contract Service Revenue	\$ 3,458,402	\$ 175,358	\$ 3,633,760
<u>OPERATING EXPENSES:</u>			
Salary, Wages & Benefits	4,193,211	70,450	4,263,661
Outsourced Services & Charges	3,917,959	1,016,833	4,934,792
Materials & Supplies	2,955,735	(2,216)	2,953,519
Utilities	506,668	2,142	508,810
Insurance	1,681,336	4,376	1,685,712
Purchased Transportation Services	10,732,539	471,118	11,203,657
Employee Development	241,304	300	241,604
<u>NON-OPERATING REVENUES:</u>			
Misc. Revenues	-	200,000	200,000
Long Term Debt Interest/Expense	(841,080)	228,750	(612,330)
<u>CAPITAL PROJECTS:</u>			
TRiP Program (10702)	5,914,152	(5,814,152)	100,000
TRiP Program Denton (10702.1)	-	2,605,707	2,605,707
TRiP Program Highland Village (10702.2)	-	288,794	288,794
TRiP Program Lewisville (10702.3)	-	2,919,651	2,919,651
<u>TRANSFERS IN/OUT:</u>			
Transfers Out	8,027,839	186,464	8,214,303
Net Revision Impact		\$ (1,145,359)	

EXPLANATION: Please refer to Exhibit B and Exhibit B-1, Change in Net Position schedule for budget revision details.

DATE: 1.19.2021

REQUESTED BY:



DATE:

CFO:

DATE:

CEO:

DENTON COUNTY TRANSPORTATION AUTHORITY
Change in Net Position

Description	DCTA FY 2021 Adopted Budget	DCTA FY 2021 Working Budget	DCTA January Revision (Proposed)	Total DCTA FY 2021 Revised Budget	NOTES
OPERATING REVENUES					
Passenger Revenues (Bus Farebox)	\$ 331,712	\$ 331,712	\$ -	\$ 331,712	
Passenger Revenues (Rail Farebox)	248,579	248,579	-	248,579	
Contract Service Revenue	3,458,402	3,458,402	175,358	3,633,760	*Increase of \$224k for CCT service extension from December to June 2021 *Decrease of \$49k for Connect access fee
Total Operating Revenue	4,038,693	4,038,693	175,358	4,214,051	
OPERATING EXPENSES					
Salary, Wages & Benefits	4,193,211	4,193,211	70,450	4,263,661	3% merit increase with associated employer taxes and mandatory retirement match for DCTA staff
Outsourced Services & Charges	3,955,959	3,917,959	1,016,833	4,934,792	*\$334k - Transformation Initiative Study - rollover from FY20 *\$583k - Accenture Task Order #2 Project Management Office services *\$100k - Additional Finance temporary consulting services
Materials & Supplies	2,917,735	2,955,735	(2,216)	2,953,519	CCT Service Extension and true-up of fuel usage
Utilities	506,668	506,668	2,142	508,810	CCT Service Extension
Insurance	1,681,336	1,681,336	4,376	1,685,712	CCT Service Extension
Purchased Transportation Services	10,732,539	10,732,539	471,118	11,203,657	*\$171k - Irving Holdings contract increase related to CCT service extension *\$100k - Fiber & conduit repair between Rail OMF & North Hebron Control Point *\$200k - City of Lewisville agreement/Andes Metals rail crossing repairs; 100% reimbursed from City of Lewisville
Employee Development	241,304	241,304	300	241,604	CCT Service Extension
Leases & Rentals	238,468	238,468	-	238,468	
Depreciation	10,489,375	10,489,375	-	10,489,375	
Total Operating Expenses	34,956,595	34,956,595	1,563,003	36,519,598	
Operating Income / (Loss)	(30,917,902)	(30,917,902)	(1,387,645)	(32,305,547)	
NON-OPERATING REVENUE / (EXPENSE)					
Investment Income	100,000	100,000	-	100,000	
Misc. Revenues	-	-	200,000	200,000	City of Lewisville agreement/Andes Metals rail crossing repairs; 100% reimbursed from City of Lewisville
Sales Tax Revenue	26,624,124	26,624,124	-	26,624,124	
Federal Grants & Reimbursements	22,601,232	22,601,232	-	22,601,232	
State Grants & Reimbursements	-	-	-	-	
Long Term Debt Interest/Expense	(841,080)	(841,080)	228,750	(612,330)	Changes to interest expense resulting from debt refinancing approved by Board in October 2020; FY21 savings of \$418,560 from refunding of 2009 bonds, net of interest expense and issuance costs for Series 2020 bonds
Total Non-Operating Revenue / (Expense)	48,484,276	48,484,276	428,750	48,913,026	
Income (Loss) Before Transfers	17,566,374	17,566,374	(958,895)	16,607,479	
Transfers Out	(8,027,839)	(8,027,839)	(186,464)	(8,214,303)	*Increase of \$33k - FY21 NTMC Non-Operator Employee Compensation; calculation assumes 3% merit increase with associated employer taxes *Increase of \$160k -Temporary COVID-related NTMC service attendants were not originally included in the FY21 budget but the agency foresees continuing to need the additional positions for remainder of FY21 * Decrease of \$6k for true-up of NTMC expenses related to CCT service
Transfers In	-	-	-	-	
Total Transfers	(8,027,839)	(8,027,839)	(186,464)	(8,214,303)	
CHANGE IN NET POSITION	\$ 9,538,535	\$ 9,538,535	\$ (1,145,359)	\$ 8,393,176	

DENTON COUNTY TRANSPORTATION AUTHORITY
Change in Net Position – DCTA & NTMC Combined

Description	DCTA FY 2021 Adopted Budget	DCTA FY 2021 Working Budget	DCTA January Revision (Proposed)	Total DCTA FY 2021 Revised Budget	NTMC FY 2021 Adopted Budget	NTMC February Revision (Proposed)	Total NTMC FY 2021 Revised Budget	Total Combined FY 2021 Revised Budget
OPERATING REVENUES								
Passenger Revenues (Bus Farebox)	\$ 331,712	\$ 331,712	\$ -	\$ 331,712	\$ -	\$ -	\$ -	\$ 331,712
Passenger Revenues (Rail Farebox)	248,579	248,579	-	248,579	-	-	-	248,579
Contract Service Revenue	3,458,402	3,458,402	175,358	3,633,760	-	-	-	3,633,760
Total Operating Revenue	4,038,693	4,038,693	175,358	4,214,051	-	-	-	4,214,051
OPERATING EXPENSES								
Salary, Wages & Benefits	4,193,211	4,193,211	70,450	4,263,661	7,451,314	185,240	7,636,554	11,900,215
Outsourced Services & Charges	3,955,959	3,917,959	1,016,833	4,934,792	399,919	300	400,219	5,335,011
Materials & Supplies	2,917,735	2,955,735	(2,216)	2,953,519	3,293	-	3,293	2,956,812
Utilities	506,668	506,668	2,142	508,810	-	-	-	508,810
Insurance	1,681,336	1,681,336	4,376	1,685,712	118,878	924	119,802	1,805,514
Purchased Transportation Services	10,732,539	10,732,539	471,118	11,203,657	-	-	-	11,203,657
Employee Development	241,304	241,304	300	241,604	54,435	-	54,435	296,039
Leases & Rentals	238,468	238,468	-	238,468	-	-	-	238,468
Depreciation	10,489,375	10,489,375	-	10,489,375	-	-	-	10,489,375
Total Operating Expenses	34,956,595	34,956,595	1,563,003	36,519,598	8,027,839	186,464	8,214,303	44,733,901
Operating Income / (Loss)	(30,917,902)	(30,917,902)	(1,387,645)	(32,305,547)	(8,027,839)	(186,464)	(8,214,303)	(40,519,850)
NON-OPERATING REVENUE / (EXPENSE)								
Investment Income	100,000	100,000	-	100,000	-	-	-	100,000
Misc. Revenues	-	-	200,000	200,000	-	-	-	200,000
Sales Tax Revenue	26,624,124	26,624,124	-	26,624,124	-	-	-	26,624,124
Federal Grants & Reimbursements	22,601,232	22,601,232	-	22,601,232	-	-	-	22,601,232
State Grants & Reimbursements	-	-	-	-	-	-	-	-
Long Term Debt Interest/Expense	(841,080)	(841,080)	228,750	(612,330)	-	-	-	(612,330)
Total Non-Operating Revenue / (Expense)	48,484,276	48,484,276	428,750	48,913,026	-	-	-	48,913,026
Income (Loss) Before Transfers		17,566,374	(958,895)	16,607,479	(8,027,839)	(186,464)	(8,214,303)	8,393,176
Transfers Out	(8,027,839)	(8,027,839)	(186,464)	(8,214,303)	-	-	-	(8,214,303)
Transfers In	-	-	-	-	8,027,839	186,464	8,214,303	8,214,303
Total Transfers	(8,027,839)	(8,027,839)	(186,464)	(8,214,303)	8,027,839	186,464	8,214,303	-
CHANGE IN NET POSITION	\$ (8,027,839)	\$ 9,538,535	\$ (1,145,359)	\$ 8,393,176	\$ -	\$ -	\$ -	\$ 8,393,176
Net Position - Beginning of Year:	\$ 341,283,144							\$ 341,283,144
Net Position - End of Year:	\$ 350,821,679							\$ 349,676,320
Transfer to Capital Projects	\$ (14,140,628)							\$ (14,140,628)
Net Position After Capital Project Transfer	\$ 336,681,051							\$ 335,535,692

DENTON COUNTY TRANSPORTATION AUTHORITY

FY21 TRiP Funding Allocation

Original Adopted FY21 Budget (Adopted 9/24/2020)

FY21 Adopted TRiP Funding	DCTA Program/ Project Administration	Funding Available to Cities				
\$ 5,914,152	\$ 295,708	\$ 5,618,444				
Sales Generated in Month of:	Received in Month of:	CITY OF DENTON		CITY OF HIGHLAND VILLAGE	CITY OF LEWISVILLE	
		2019-2020 Year Actual Sales Tax	2019-2020 Year Actual Sales Tax	2019-2020 Year Actual Sales Tax	2019-2020 Year Actual Sales Tax	
October	December	\$ 2,887,178	\$ 357,488	\$ 3,282,870		
November	January	\$ 2,911,334	\$ 356,224	\$ 2,904,782		
December	February	\$ 4,230,616	\$ 521,121	\$ 4,407,090		
January	March	\$ 2,902,937	\$ 338,734	\$ 3,148,942		
February	April	\$ 2,571,667	\$ 262,811	\$ 2,987,194		
March	May	\$ 3,061,108	\$ 322,245	\$ 3,733,423		
April	June	\$ 2,521,781	\$ 267,280	\$ 3,294,690		
May	July	\$ 2,878,630	\$ 311,278	\$ 3,399,328		
June	August	\$ 3,555,689	\$ 394,759	\$ 4,039,429		
July	September	\$ 2,999,523	\$ 303,996	\$ 3,032,247		
August	October	\$ 3,167,204	\$ 304,285	\$ 3,509,227		
September	November	\$ 3,710,560	\$ 404,670	\$ 4,164,883		
YTD TOTAL		\$ 37,398,228	\$ 4,144,890	\$ 41,904,104	\$ 83,447,221	
% of Sales Tax by Member City		44.817%	4.967%	50.216%	100.000%	

Sales Tax Data from Texas Comptroller of Public Accounts, compiled by DCTA Finance Department
 Informational Report #1, Exhibit #1, Showing Total FY20 Revenues, Presented to DCTA Board of Directors 11/12/2020

FY21 Adopted TRiP Funding Revised to Include Member City Allocations (A)					
	General Program Tasks	CITY OF DENTON	CITY OF HIGHLAND VILLAGE	CITY OF LEWISVILLE	Total
Funding Available to Cities		\$ 2,517,997	\$ 279,073	\$ 2,821,374	\$ 5,618,444
Program/Project Administration	\$ 100,000	\$ 87,710	\$ 9,721	\$ 98,277	\$ 295,708
Member City Allocation	\$ 100,000	\$ 2,605,707	\$ 288,794	\$ 2,919,651	\$ 5,914,152

- (A) Actual cost up to and not to exceed five percent of the annual program budget shall be set aside for DCTA program and project administration, including project selection, monitoring and financial reporting, and 95 percent split among member cities proportional to sales and use tax receipts, as estimated by DCTA financial staff, for the previous fiscal year.

YEAR-TO-DATE FY2021 BUDGET REVISIONS

DCTA 2021-01 (Presented to DCTA Board January 28, 2021)

Budget Transfer - No Approval Necessary; Completed

			Adopted Budget	Revision	Revised Budget
G&A:	100.50309	Professional Services	\$ 298,000	\$ (24,860)	\$ 273,140
	120.50309	Professional Services	206,560	24,860	231,420
	100.50309	Professional Services	273,140	(38,000)	235,140
	180.50440	Computer Materials & Supplies	29,300	38,000	67,300
Bus:	500.50318	Facilities Maintenance	328,891	(36,617)	292,274
	531.50313	Computer & Software Maintenance	41,915	7,236	49,151
	533.50313	Computer & Software Maintenance	28,376	29,381	57,757
<i>Net Budget Impact</i>			\$	-	

DCTA 2021-02 (Presented to DCTA Board January 28, 2021)

		Working Budget	Revision	Revised Budget
<u>OPERATING REVENUES:</u>				
	Contract Service Revenue	\$ 3,458,402	\$ 175,358	\$ 3,633,760
<u>OPERATING EXPENSES:</u>				
	Salary, Wages & Benefits	4,193,211	70,450	4,263,661
	Outsourced Services & Charges	3,917,959	1,016,833	4,934,792
	Materials & Supplies	2,955,735	(2,216)	2,953,519
	Utilities	506,668	2,142	508,810
	Insurance	1,681,336	4,376	1,685,712
	Purchased Transportation Services	10,732,539	471,118	11,203,657
	Employee Development	241,304	300	241,604
<u>NON-OPERATING REVENUES:</u>				
	Misc. Revenues	-	200,000	200,000
	Long Term Debt Interest/Expense	(841,080)	228,750	(612,330)
<u>CAPITAL PROJECTS:</u>				
	TRiP Program (10702)	5,914,152	(5,814,152)	100,000
	TRiP Program Denton (10702.1)	-	2,605,707	2,605,707
	TRiP Program Highland Village (10702.2)	-	288,794	288,794
	TRiP Program Lewisville (10702.3)	-	2,919,651	2,919,651
<u>TRANSFERS IN/OUT:</u>				
	Transfers Out	8,027,839	186,464	8,214,303
<i>Net Budget Impact</i>		\$	(1,145,359)	

Board of Directors Memo

January 28, 2021

SUBJECT: Consider Approval and Award of Accenture Task Order #2 for Project Management Office (PMO) Services

Background

At the November 5, 2020 Transformation Initiative Workshop, both Accenture and staff provided the board with the recommendation of selecting a Project Management Office (PMO) to guide Transformation Initiative priority projects through completion.

Staff has explored various options to fill the PMO role, including:

- Contract with Accenture, LLC for Task Order #2 for the purpose of PMO services
- Contract with an existing DCTA on-call contractor to provide PMO services
- Identify a new contractor to provide PMO services
- Hire a full-time employee to provide PMO services

After exploration of these options, staff is recommending the establishment of Task Order #2 with Accenture, LLC for the purpose of PMO services. Continuation of DCTA's work with Accenture, LLC will ensure continuity of engagement, allow the agency to maintain the originally proposed implementation schedule, and will require minimal preparation.

The Task Order #2 scope of work will consist of 12 months, starting February 1, 2021, and will include:

- Transformation Initiative Implementation
 - PMO activities and deliverables
 - Finalize Phase 2 program planning and governance
 - Mobility-as-a-Service (MaaS) Member City service agreement advisory services
 - Planning staff training activities
- Mobility Orchestration – Fare Management and Regional Touchless Fare Integration
 - Fare Management Orchestration Discovery-Design Workshop:
- ERP Sourcing Strategy
 - Develop ERP Strategy and business case
 - Define differentiating functional requirements for new ERP system
 - Conduct market scan of ERP solutions based on DCTA functional needs and risk profile; support solicitation development

Prior Board Discussion

- At the November 5, 2020 Transformation Initiative Workshop, Accenture and staff provided the board with the recommendation for a PMO to guide select Transformation Initiative priority projects through completion
- At the December 10, 2020 board meeting, the board authorized the CEO to negotiate Task Order #2 with Accenture, LLC for Transformation Initiative Project Management Office (PMO) services.

Financial Impact



The total cost of Task Order #2 is \$875,000. A total of \$583,333.36 would be attributed to the FY '21 budget, and a total of \$291,666.64 would be attributed to the FY '22 budget. DCTA would be billed \$72,916.67 on a monthly basis for a total of 12 months (last invoice adjusted down by four cents).

A corresponding budget amendment has been included in the January 28, 2021 board packet for board consideration and approval.

Recommendation

Staff recommends the Board approve Task Order #2 for PMO services, in the amount of \$875,000, and authorize the CEO to execute the task order with Accenture, LLC.

Exhibits

Exhibit 1: Accenture PMO Scope of Work

Submitted By: 
Nicole Recker, VP of Mobility Services and Administration

STATEMENT OF WORK (SOW)

Task Order 2

Accenture, LLP

Draft *for discussion purposes only*

TRANSFORMATION INITIATIVE IMPLEMENTATION PMO

Denton County Transportation Authority

January 19, 2020

STATEMENT OF WORK

The scope of this Statement of Work (“SOW”) is to provide overarching implementation support for DCTA’s Transformation Initiative Implementation Phase (“Phase 2”). The high-level goal of Phase 2 is to develop and execute concrete plans for initiatives the DCTA Board and Executive Team select as the Authority’s initial priority items. Expected outcomes of Phase 2 would be to maintain continuity and momentum for the Transformation Initiative, support DCTA’s alignment to new service standards, support DCTA’s Enterprise Resource Planning (ERP) solution sourcing efforts, to accelerate DCTA’s ability to finalize partnership arrangements, and to identify next steps for service delivery collaboration and innovation.

SCOPE & APPROACH

Accenture proposes that Task Order 2 scope be dedicated to Program Management Office (PMO) activities to enable Transformation Initiative Phase 2 roadmap initiative implementation. PMO resources will be responsible for mobilizing and operating Phase 2 governance, communications, and risk management, and analysis of 3rd-party proposals and/or operations. Initiatives identified by DCTA for implementation will be managed as individual workstreams by the PMO.

The scope summarized above is intended to provide DCTA with dedicated resources that will work with DCTA leadership and staff to achieve the goals of the Transformation Initiative while maintaining ongoing operations. DCTA has identified three initial initiatives to be supported by the PMO, which would be managed as largely parallel processes. DCTA and Accenture will work together and mutually agree on subsequent initiatives to be incorporated into future PMO workstreams.

Transformation Initiative Implementation Program Management Office:

- Activities:
 - Finalize Phase 2 Program Planning and Governance:
 - Conduct Implementation Phase 2 Program kickoff presentation to confirm understanding of Board and Executive Team program objectives and scope
 - Develop and finalize Phase 2 Program workplan
 - Design, launch and operate Phase 2 Program governance for identified Board priority initiatives: MaaS Member City services implementation, regional Fare Management and contactless fare integration as initial Mobility Orchestration priorities, and ERP Sourcing Strategy
 - Develop specific initiative implementation plans, review proposals from potential 3rd-party partners, recommendations to fill identified resource gaps and other implementation risks, and opportunities to utilize federal stimulus funds to support implementation
 - Mobility-as-a-Service (MaaS) Member City service agreement advisory services:
 - High-level service proposal review, and identification of potential implications for DCTA’s funding streams or regulatory compliance requirements
 - **Note:** Service planning not included in Accenture team scope for Phase 2
 - Plan Staff Training activities:
 - Additional staff and vendor compliance training calendar, pending DCTA leadership review of regional partnership discussions (i.e., bus operations and maintenance)
 - Recommended software solution trainings

- Deliverables:

- Phase 2 Program kickoff presentation
- Detailed Phase 2 Program work plan
- Program governance structure
- Phase 2 Change and Training Plan documents
- Ongoing Program initiative status reports, risk and issue management plan documents, and support of Transformation Initiative presentations to DCTA Board
- Individual initiative implementation plan and organization gap analysis recommendation documents

Mobility Orchestration: Fare Management and Regional Touchless Fare Integration

- Activities:

- Fare Management Orchestration Discovery-Design Workshop:
 - Accenture will prepare, deliver and summarize the output of a hybrid Discovery-Design Thinking Workshop. This workshop will include DCTA stakeholders, leadership, and Accenture mobility orchestration Subject Matter Advisors (SMAs) to co-create DCTA's perspective on the following:
 - Future-state vision for orchestration of fare remittance needs of the residents of DCTA member cities and Denton County region
 - Important challenges to overcome and opportunities to do so
 - Roles and responsibilities to comprise an initial fare orchestration and service technology integration framework
- Synthesize workshop output into a practical Fare Orchestration Version 1.0 blueprint and define prioritized next steps for focused action and regional fare integration

- Deliverables:

- Orchestration Discovery-Design Workshop summary read-out of key themes and insights captured during the session, which will articulate:
 - Fare orchestration Vision and Opportunity statements
 - Inventory of key challenges to future success
 - Success factors and guiding principles that will play a critical role to achieve the vision for resident and visitor mobility experiences
 - High-potential partnership opportunities to address service technology capability gaps

ERP Sourcing Strategy

- Activities:

- Develop and convene ERP Replacement Steering Committee

- Develop ERP Strategy and business case, with emphasis on incorporation of solution selection, implementation and administration risk management approaches into ERP Sourcing Strategy; support securing funding
 - Define differentiating functional requirements for new ERP system (note: team will leverage and build upon findings from Phase 1 to accelerate this process)
 - Conduct additional interviews with DCTA staff to document differentiating requirements
 - Conduct market scan of ERP solutions based on DCTA functional needs and risk profile; support solicitation development
- Deliverables:
- ERP Strategy document including:
 - Steering Committee composition and governance activities
 - Recommended sourcing approach
 - ERP replacement differentiating functional requirements
 - Risk/issue log with mitigation strategies for ERP replacement selection, implementation, and administration
 - ERP business case
 - Document synthesizing results of ERP replacement market scan, with initial recommended potential best-fit candidates, based on DCTA differentiating functional requirements

PERIOD OF PERFORMANCE

Accenture proposes a contract term for Task Order Two of 12 months, with services commencing on the date the DCTA Board approves Task Order 2.

KEY ASSUMPTIONS

The following are the key assumptions and principles upon which Accenture's scope of Services and pricing are based:

- Accenture staff will perform all Services on a remote basis and will attend Program meetings by telephone or video conference
- The Accenture Team will perform Services during the DCTA's regular business hours.
- DCTA will commit the necessary resources and management involvement to support Accenture's services.
- DCTA shall set overall direction for the engagement and make choices on direction, options and priorities. Decisions to be made by DCTA will be made promptly and without delay.
- DCTA shall be responsible for obtaining, at no cost to Accenture, consents for Accenture's use of any third-party products provided by DCTA to Accenture under this SOW.
- DCTA shall be responsible for the performance of any third parties engaged by DCTA in connection with this SOW and ensuring that they cooperate with Accenture.
- DCTA will be responsible for its operation and use of Accenture's services and deliverables, subject

to applicable warranties and indemnities, and for determining whether the services and deliverables provided by Accenture under this SOW, including any revised business processes, meet DCTA's business requirements and applicable internal guidelines.

- Accenture shall have no access to the DCTA's personal data.
- Accenture and its personnel do not provide and will not be required to provide any legal, regulatory, audit, medical, insurance or tax advice. DCTA will be responsible for obtaining such advice from its own legal counsel or other licensed professionals.
- By its performance of these Services, Accenture shall not be precluded from performing any related or follow-on services for DCTA, either as a prime contractor or a subcontractor to another vendor.
- The fixed price for this SOW is based on the scope and deliverables described herein. Requested changes by either party to project goals and deliverables will be discussed with DCTA for impact on scope/time/cost. Changes will require written approval by both Parties

PROFESSIONAL FEES:

Accenture will provide the professional services described in this document for a fixed price of \$875,000. Accenture will submit invoices to DCTA in an amount of \$72,916.67 at the end of each of the 12 months.

Board of Directors Memo

January 28, 2021

SUBJECT: Consider Approval and Award of Mobility as a Service Contract to River North Transit, LLC (Via)

Background

In July of 2020, DCTA issued Solicitation 2007-001 to our current MaaS providers seeking responses for On-Demand Service from firms or contractor teams that have entered into master on-call contracts under Request for Proposals (RFP) 19-05 Mobility-as-a-Service with the intent to use these services within Member Cities and other areas DCTA serves outside the member cities through contracted services.

The purpose of the solicitation was to select non-traditional, mobility brokers, providers, and system integrators with the ability to provide DCTA with the expertise, resources, and innovative ideas needed to plan, design, operate, maintain, and broker on-demand, shared ride transit services within and between the boundaries of various locations throughout DCTA's service area.

A recommendation to select two service providers to continue in the competitive process, SpareLabs/Lyft and River North Transit (Via) were presented at the September 2020 board meeting. The board authorized staff to negotiate service plan proposals and cost estimates from both providers.

SpareLabs/Lyft and River North Transit (Via) each provided DCTA with secondary proposals in January 2020 detailing proposed service plans to replace existing fixed route service with more dynamic and cost-efficient mobility solutions.

Proposals have been evaluated and a recommendation will be brought forth to the board for consideration at the January 28, 2021 DCTA board meeting.

Previous Board Activity & Action

- **June 25, 2020** – Regular Agenda Item 3 – Mobility as a Service (MaaS) Task Order for Member City Services
- **July 31, 2020** – Specially Called Board Meeting – Transformation Initiative Workshop – Discussed as part of the future planning process
- **August 27, 2020** – Regular Agenda Item 8 – Discuss MaaS Task Order #2: On-Demand Service in Member Cities
- **September 24, 2020** – Regular Agenda Item 8 – Consider Approval of MaaS Task Order #2: On-Demand Services for Member Cities and Contracted Cities
- **November 12, 2020** – Regular Agenda Item 1 - Discuss Transformation Initiative Progress Report – Initial introduction of the Agency Priority Actions flowchart which included plans and estimated dates for the MaaS service plan
- **December 10, 2020** – Regular Agenda Item 6 - Discuss DCTA Priority Actions

Identified Need

DCTA is committed to improving mobility and livability in the communities it serves and seeks to establish partnerships with non-traditional mobility providers to assist the agency towards establishment of a unified and integrated platform which allows the agency and customers the ability to match travel needs and preferences.

Financial Impact

River North Transit (via) estimates an annual cost of \$3,600,000 for the initial year of service and \$4,680,000 for the second year of service. Portions of the proposed service have the potential to be federally reimbursed. The extent of federal reimbursement is dependent on the service solutions established with River North Transit (Via).

Actual budgetary/financial impact will be established after service planning is completed with the selected vendor and presented to the Board for their approval. DCTA staff is slated to schedule roundtables with each member city and River North Transit (Via), upon approval by the board at the January 28, 2021 board meeting, to review the service proposal in detail and consider modifications necessary to meet each city's need.

Recommendation

The solicitation evaluation team recommends awarding MaaS Task Order #2 to River North Transit (Via).

Upon award, staff will conduct the following:

- February 2021 –
 - Roundtable workshops will be held with each member city and the approved service provider to review the proposed service plan and make adjustments as needed (will be scheduled once the board has approved a provider)
 - Provider will make adjustments to the proposed service plan to create a “final proposed service plan”
- February 25, 2021 – Staff will provide the board with a list of all considerations/implications of moving to a majority on-demand model
 - Staff will conduct a review and assessment of each item and report back to the board with public feedback and Title VI analysis
- March 2021 – May 2021 –
 - The “final proposed service plan” will be taken to the public for required feedback
 - The Title VI analysis will be conducted
 - Staff will work through list of considerations/implications to ensure all information is presented to the board
 - Staff will review all public feedback and package information up for the board to consider
- June/July 2021 – Final proposed service plan will be brought to the board for approval along with the following support documentation:
 - All public feedback
 - Title VI analysis
 - Information on considerations/implications
 - Any recommended modifications to the final proposed service plan
 - Total cost for the recommended service plan
- July/August 2021 – Staff will work with the service provider to launch service plan

Exhibits

Exhibit 1 – MaaS Task Order #2 Scope of Work

Exhibit 2 – River North Transit (Via) Proposal #2 (after board feedback)

Exhibit 3 – River North Transit (Via) Proposal #1 (after RFP)



Submitted By: *Sarah Hultquist*
Sarah Hultquist, Mobility Services Coordinator

Approval: *Nicole Recker*
Nicole Recker Vice President of Mobility Services and Administration

Regular Agenda Item 5
Exhibit 1: MaaS Task Order #2 Scope of Work

Solicitation 2007-001

Task Order for On-Demand Service in Member Cities and Contract Cities

Bid Designation: Private



Denton County Transportation Authority

Bid 2007-001

Task Order for On-Demand Service in Member Cities and Contract Cities

Bid Number	2007-001
Bid Title	Task Order for On-Demand Service in Member Cities and Contract Cities
Bid Start Date	Jul 28, 2020 11:28:33 AM CDT
Bid End Date	Aug 12, 2020 3:00:00 PM CDT
Question & Answer End Date	Aug 4, 2020 3:00:00 PM CDT
Bid Contact	Sarah Martinez Director of Procurement Finance smartinez@dcta.net
Contract Duration	2 years
Contract Renewal	2 annual renewals
Prices Good for	90 days
Bid Comments	<p>The Denton County Transportation Authority (DCTA) is requesting responses for On-Demand Service in Member Cities from firms or contractor teams that have entered into master on-call contracts under Request for Proposals (RFP) 19-05 Mobility-as-a-Service as per the attached request package and that meet all federal requirements identified in RFP 19-05.</p> <p>Electronic responses via BidSync will only be accepted. Response page limit is 20 pages.</p> <p>Questions deadline: July 31, 2020 by 3:00pm CST</p> <p>Electronic response deadline: August 10, 2020 by 3:00pm CST</p> <p>Added on Jul 30, 2020: Addendum 1: extended electronic response and questions deadline</p>

Addendum # 1

New Documents	Addendum 1.pdf		
Previous End Date	Aug 10, 2020 3:00:00 PM CDT	New End Date	Aug 12, 2020 3:00:00 PM CDT
Previous Q & A End Date	Jul 31, 2020 3:00:00 PM CDT	New Q & A End Date	Aug 4, 2020 3:00:00 PM CDT

Item Response Form

Item	2007-001--01-01 - See request package
Quantity	1 each
Unit Price	<input type="text"/>

Delivery Location

Denton County Transportation Authority

No Location Specified

Qty 1

Description

See request package

MaaS Task Order #2: On-Demand Service in Member Cities and Contract Cities**INTRODUCTION AND BACKGROUND**

The Denton County Transportation Authority (DCTA) is committed to improving mobility, air quality, economic development, and livability in the areas we serve. For the past 16 years, DCTA has accelerated innovative transportation solutions towards reducing traffic congestion and enhancing air quality, contributing to regional growth and development, and improving the quality of life for Denton County residents.

DCTA seeks to establish partnerships with non-traditional mobility providers to assist the agency towards establishment of a unified and integrated platform which allows the agency and customers the ability to match travel needs and preferences; thereby transitioning the agency's current conventional role as travel provider towards that of a technology-enabled, integrated *Mobility Manager* and broker of services.

As Mobility Manager, DCTA participates in the emerging on-demand economy in a manner which enables use of the data associated with collaborative consumption to continually improve and expand service, locate future investment in capital facilities, and expand partnerships; both public and private. DCTA sees its emergent role of Mobility Manager comprised of the three elements:

- Branding
 - Present all DCTA services and mobility collaborators as part of a single, unified system
- Technology
 - A single passenger routing, pooling, and fare payment system integrated within an application that's scalable and integrated into existing and future regional trip planning and fare payment systems Simplified back-office accounting and reporting tools
 - Track travel patterns to guide long-term investments in future fleets and facilities
- Mobility Hubs
 - Integrate with future rideshare, bikeshare, and carshare services
 - Function as a catalyst for and enhancement to emerging mixed-use, transit-supportive activity centers

DCTA's current transit services within member cities include (*ridership by route provided as an addendum*):

Service	Pre-COVID Service Levels	Post-COVID Service Levels
A-train https://www.dcta.net/a-train 21-mile commuter rail line, connects with the Dallas Area Rapid Transit (DART) Green Line at the Trinity Mills Station in Carrollton, Texas, has five stations	Monday - Thursday 4:10 a.m. to 10:13 p.m. Friday 4:10 a.m. to 12:13 a.m. Saturday 7:30 a.m. to 12:18 a.m.	Monday - Friday 5:20 a.m. to 9:44 p.m. Saturday 7:30 a.m. to 12:18 a.m.
Denton Connect Route 1 https://www.dcta.net/route1	Monday - Friday 6:06 a.m. to 9:16 p.m.	Monday - Friday 6:54 a.m. to 7:01 p.m.

MaaS Task Order #2: On-Demand Service in Member Cities and Contract Cities

	Saturday 7:39 a.m. to 7:01 p.m.	Saturday 7:39 a.m. to 7:01 p.m.
Denton Connect Route 2 https://www.dcta.net/route2	Monday - Friday 6:44 a.m. to 9:45 p.m. Saturday 7:44 a.m. to 7:34 p.m.	Monday - Friday 6:44 a.m. to 7:34 p.m. Saturday 7:44 a.m. to 7:34 p.m.
Denton Connect Route 3 https://www.dcta.net/route3	Monday - Friday 7:05 a.m. to 8:59 p.m. Saturday 8:05 a.m. to 6:44 p.m.	Monday - Friday 7:05 a.m. to 6:39 p.m. Saturday 8:05 a.m. to 6:39 p.m.
Denton Connect Route 4 https://www.dcta.net/route4	Monday - Friday 6:45 a.m. to 10:26 p.m. Saturday 7:45 a.m. to 7:32 p.m.	Monday - Friday 6:45 a.m. to 7:32 p.m. Saturday 7:45 a.m. to 7:32 p.m.
Denton Connect Route 6 https://www.dcta.net/route6	Monday - Friday 5:29 a.m. to 10:00 p.m. Saturday 8:35 a.m. to 5:54 p.m.	Monday - Friday 7:43 a.m. to 5:53 p.m. Saturday 8:35 a.m. to 5:53 p.m.
Denton Connect Route 7 https://www.dcta.net/route7	Monday - Friday 7:17 a.m. to 9:25 p.m. Saturday 8:17 a.m. to 7:27 p.m.	Monday - Friday 7:17 a.m. to 7:04 p.m. Saturday 8:17 a.m. to 7:04 p.m.
Lewisville Connect Route 21 https://www.dcta.net/route21	Monday - Friday 5:02 a.m. to 9:26 p.m. Saturday 9:27 a.m. to 7:21 p.m.	Monday - Friday 8:26 a.m. to 8:18 p.m. Saturday 8:26 a.m. to 7:02 p.m.
Lewisville Connect Route 22 https://www.dcta.net/route22	Monday - Friday 6:12 a.m. to 9:28 p.m. Saturday 8:45 a.m. to 7:33 p.m.	Monday - Friday 7:45 a.m. to 8:34 p.m. Saturday 8:45 a.m. to 7:33 p.m.
Lewisville Lakeway On-Demand Service https://www.dcta.net/lewisville-lakeway-zone	Monday - Friday 5:30 a.m. to 10:00 p.m. Saturday 8:30 a.m. to 9:30 p.m.	Monday - Friday 6:00 a.m. to 9:40 p.m. Saturday 8:30 a.m. to 8:00 p.m.
Highland Village Lyft Program https://www.dcta.net/service-overview/additional-services/highland-village-lyft-program	Monday - Friday 5 a.m. to 9 p.m. Saturday 7:30 a.m. to 8 p.m.	

MaaS Task Order #2: On-Demand Service in Member Cities and Contract Cities

A-train Evening Last Mile On-Demand Zones This service was put into place to cover the gap between the end of bus service to the end of rail service with the COVID service reductions The evening zones cover pickups from the two A-train stations (DDTC and Hebron) and then perform drop-offs throughout the fixed route service areas within the city of Lewisville and the city of Denton.	N/A	Monday - Friday 6:00 p.m. to 9:44 p.m.
Access A shared ride, origin to destination, paratransit service that provides transportation for disabled residents and visitors in Lewisville, Denton and Highland Village. DCTA's Access service is broken up into two categories, ADA paratransit service and Non-ADA demand-response service.	Access service hours (excluding holidays) for the entire service area complement DCTA fixed route services.	

Effective August 24, 2020, DCTA will implement service level increases for the following services:

- Denton Connect Route 4 – Frequency will increase to 30 minutes during peak and 60 minutes during off-peak; hours of service will 5:18 a.m. – 10:08 p.m. Monday through Friday, and 7:45 a.m. – 7:32 p.m. on Saturday
- Denton Connect Route 7 – Frequency will increase to 30 minutes during peak and 60 minutes during off-peak; hours of service will 5:59 a.m. – 9:54 p.m. Monday through Friday, and 8:17 a.m. – 7:09 p.m. on Saturday
- Lewisville Connect Route 21 – Frequency will increase to 30 minutes during peak and 60 minutes during off-peak; hours of service will be 5:02 a.m. – 9:33 p.m. Monday through Friday, and 8:20 a.m. – 6:36 p.m. on Saturday
- Lewisville Connect Route 22 – Frequency will increase to 30 minutes during peak and 60 minutes during off-peak; hours of service will be 6:15 a.m. – 9:29 p.m. Monday through Friday, and 8:15 a.m. – 7 p.m. on Saturday
- Evening On-Demand Service – The on-demand service out of the DDTC will be made permanent; service will no longer be offered at other stations
- A-train – An increase in frequency will be taken to the DCTA Board of Directors on August 27, 2020 for input; implementation will most likely occur in September 2020

MaaS Task Order #2: On-Demand Service in Member Cities and Contract Cities**PURPOSE AND OBJECTIVE**

DCTA is seeking responses for On-Demand Service from firms or contractor teams that have entered into master on-call contracts under Request for Proposals (RFP) 19-05 Mobility-as-a-Service. DCTA plans to use these services within Member Cities and other areas DCTA serves outside the member cities through contracted services. The purpose of this task order request is to select non-traditional, mobility brokers, providers, and system integrators with the ability to provide DCTA with the expertise, resources, and innovative ideas needed to plan, design, operate, maintain, and broker on-demand, shared ride transit services within and between (where appropriate) the boundaries of various locations throughout DCTA's service area. The term "broker" in this instance means to have the ability to dynamically assign and pool trips currently associated with the full-range of DCTA fixed-route, paratransit, and on-demand services to multiple providers in near real-time based upon predetermined work rules and to assign, confirm trip booking, plus settle financial transactions between the various mobility providers.

Accordingly, the selected contractor(s) must be able to provide:

- A software platform that enables brokering of multiple mobility providers in near-real-time and can assign trip to multiple providers based on business rules.
- Microtransit providers to plan, design, deploy, and administer a passenger routing and pooling solutions within a specified service area
- Data sharing and regular reporting to DCTA staff
- Demonstrate ability to integrate with other trip planning applications (i.e. GoPass, Transit App, etc.) The selected contractor will be initially asked to develop and operate an initial phased deployment within the DCTA service area. Therefore, firms should anticipate including consulting services to assess travel demand and evaluate possible zones for a prototype deployment based upon economic trends, existing and emerging activity centers, and ridership on existing fixed-routes.
- The contractor is responsible for providing vehicles and operators in a proposed turnkey service delivery model
- Contractor may assess DCTA's existing fleet to determine its suitability for use by the contractor.

REQUIREMENTS

- Ability to analyze DCTA's existing service area, exiting bus routes, train schedules, ridership and demographics and recommend multi-modal options that optimize service delivery to customers while optimizing service efficiency and effectiveness.
- Technical expertise necessary to provide recommendations on pilot zone(s) based upon existing service data and market demographics.
- Solution to include the following items:
 - Software application necessary to perform, scheduling, dispatch, user interface, data collection, reporting, and backend monitoring/administration.
 - ADA Accessible Vehicles and service implementation (provided and maintained by contractor)
 - Evaluation of DCTA's existing fleet and operating facilities to determine if they can be leveraged by the contractor
 - Drivers
 - Operation of service
 - Monday-Saturday service (Sunday optional)
 - Data sharing and ownership by DCTA

MaaS Task Order #2: On-Demand Service in Member Cities and Contract Cities

- Customer service when service is in operation
- On-demand ADA accessibility and potential integration with other on-demand options to optimize fleet utilization
- Options to access service without a smartphone or credit card
- Ability to scale service upon variable demand.
- Ability to integrate with other trip planning applications (i.e. GoPass, Transit App, etc.)

SERVICE PLAN

The proposed service plan should include provisions for Monday-Saturday (Sundays optional) service. At a minimum, span should be equivalent to that of existing DCTA Connect service and may extend to the limits of each member city. The number of vehicles in service may vary based on travel demand associated with time of day. At this time, recommended service plans should include member cities only. DCTA reserves the right to request a service plan for contract cities at any time.

Firms are encouraged to develop innovative service delivery strategies to supplement or update existing DCTA transit services to improve operating efficiencies above and beyond conventional fixed-route transit service.

PRICING AND FARE REVENUE

DCTA shares an integrated fare structure with DART and Trinity Metro and leverages the GoPass system provided by DART. It is DCTA's desire to continue to use the GoPass system and to also integrate the DART contactless fare payment system in FY2021. It is important to DCTA that contractors have the ability to seamlessly integrate services across regional providers and will be evaluated on these concepts.

DCTA shall subsidize the cost of public transportation trips provided by the selected contractor for shared ride services, through sales tax revenue collected within its member cities, and in some instances subject to the availability of Federal Funds. The selected contractor shall provide a cost structure that best supports the proposed service, which may include options that are calculated based upon distance traveled, minutes traveled for each trip, or by revenue hour for both turn key and hybrid delivery models. The final cost structure shall be negotiated to ensure maximum operational and cost-efficiency.

DCTA expects to receive all fare revenue, with no deductions taken out by the service provider. Revenue shall be returned to DCTA within 30 days of the end of the billing cycle during which revenue was received. **The task order response shall clearly confirm this understanding and explain how revenue will be returned to DCTA.**

CONTRACTOR RESPONSIBILITIES

DCTA expects that its selected contractor includes the following elements in its task order response and subsequent negotiated Task Order:

- Work Plan – The Work Plan should include a schedule and identify the persons responsible for producing the services and documents specified in the scope of services. **A draft Work Plan shall be submitted as part of the Task Order response.**
- Project Management – Effective project management is an essential responsibility of the selected contractor. The contract project manager will liaise with the DCTA contract manager coordinate all project activities. **Task Order responses shall identify its proposed project manager and include an outline of anticipated responsibilities.**
- Performance Monitoring and Reporting – The selected contractor must provide regular briefings to the DCTA contract manager regarding work completed, schedule updates, proposed scope

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modifications, upcoming activities, and anticipated obstacles. Furthermore, the selected contractor shall provide monthly pilot service evaluation reports and summary reports upon six (6) and twelve (12) months of service. **Task Order and responses shall describe the structure and content of its Performance Monitoring Reports and how they may be integrated into existing DCTA information systems.**

DCTA desires full access to and ownership of all data associated with the contract.

- **Staffing and Supervision** – The selected contractor is responsible for ensuring compliance with all relevant federal, state, and local regulations. The selected contractor shall provide DCTA the following for each driver no less than ten (10) days from start of service:
 - General information for each driver
 - Copy of valid Texas driver's license
 - Copy of CPR/first aid certification
 - Copy of defensive driving course attendance
 - Copy of sensitivity training attendance
 - Copy of criminal background check
 - Copy of drug and alcohol testing program
- **Insurance Coverages** – **The selected contractor shall demonstrate that insurance and liability coverage will be provided for drivers. See insurance requirements.**
- **Supervision** – The selected contractor provide supervision necessary to ensure that drivers comply with the work plan. Supervision should ensure that drivers begin and end their work shifts as scheduled, maintain on-time performance, inspect and operate the vehicles safely, maintain a professional appearance, and interact with customers in a courteous and professional manner, comply with local, state, and federal regulations, in addition to contract requirements.
- **Technical Requirements** – DCTA seeks a technology platform that can be used to, in real time, aggregate riders traveling from multiple origins to multiple destinations in an exceptionally efficient way that optimizes the balance between maximizing vehicle utilization and maintaining excellent quality of customer experience. The platform should support fully automated scheduling, dispatch, and reservations, allowing passengers to book trips in real-time via phone, internet, and mobile application. The administrative interface should allow for real time monitoring and assessment of schedule adherence, vehicle locations, vehicle breakdowns, driver performance, and other relevant trip details. It should be accessible via standard web browsers and from any commonly used internet-enabled device and should provide options to generate reports and extract operational data for analysis. Using the final pilot project service model and description of work above as a basis, the Contractor shall design and document processes and functionalities as they are to be implemented within the software component of the project. The Contractor shall document modules, platforms, and services that will be implemented to meet DCTA's needs, desired service model, and work rules. Contractor will be responsible for coordinating payment and fare integration within the technology platform and/or across other agency applications, as necessary. DCTA imagines that the payment system will be highly accessible and may include access through a smartphone app, online, or by phone and would accept multiple forms of payment to accommodate residents that are unbanked, do not own a smart phone, or have low technology literacy. DCTA envisions an app that can plan a multi-modal trip from origin to destination involving not only the demand response vehicle in the first/last mile zone, but also any rail or fixed route buses as may be necessary to complete

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the trip. Such app would be able to schedule the demand response ride to coincide very closely with the arrival and departure of connecting vehicles.

- Agency and User Training -- This On-Demand Shared Ride Service is expected to be provided by the selected Contractor as a turnkey solution with minimal DCTA staff resources needed to implement the service. The selected contractor shall provide training and manuals needed for DCTA staff to monitor, assess data and develop reports using the dashboard and other tools provided by the selected Contractor. Selected contractor shall also ensure adequate and complete training of drivers takes place prior to placing the drivers on the Approved Drivers List submitted to DCTA.
- Prototype Deployment Plan -- Contractor shall submit a prototype draft plan for detailing all tasks necessary to deploy the pilot on-demand shared ride service. Include schedules and indicate responsible parties. Tasks may include but are not limited to:
 - Vehicle procurement and branding
 - Driver recruitment and training
 - Administrative processes
 - Test runs
 - Full-service deployment

EVALUATION CRITERIA

Project Cost

Include costs associated with all aspects of setup, implementation, and on-going support per year. Reasonableness/competitiveness of proposed fee and/or benefits to DCTA. DCTA is not bound to select the Company who proposes the lowest fees or most benefits for services and reserves the right to negotiate fees with the selected Company. Include estimated unit costs for consulting services, back-office operations, and revenue hour by vehicle type.

Project Approach to Address Service Request

- Demonstrate the understanding and resolution of the requirements and scope of work.
- Demonstrated understanding of fundamental and innovative transit demand forecasting and service planning methods.
- The qualifications and experience with similar equipment and service implementations and management of the Company to perform the requested services.
- Ability to provide both turn-key services and software as a service to allow transition from pilot to permanent services that meet DCTA's needs.
- Ability to provide ADA-accessible vehicles and services.
- Provide references from at least three recent clients for whom similar services have been provided and should identify when work was performed and type of services performed.

Timeline of Project Delivery

Timeline of Project Delivery should include the amount of time needed from project inception to implementation, including milestones.

Innovation in Approach

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Demonstrate the ability to utilize cutting-edge technologies and mobility industry innovations to provide a product customized to DCTA's service needs. Include information on operations and functionality from the perspective of office staff, service operator, agency clients, and service user.

Demonstrate the service's accommodation for a variety of passenger types, including seniors, individuals with disabilities, mobility device needs, unbanked populations, and customers without mobile access.

Specify how the project can/will integrate with existing technologies being used. If applicable, is there an open API available for sharing with other fare payment or cross platform solutions.

Customer Service

Outline the type of transit customer service that will be provided throughout the project. Specify what type of support is provided after implementation and for how long to allow for any service adjustments or needs.

Data and Ridership Reports Available

- Include sample data and ridership reports.
- Task order response describes a plan for measuring Pilot performance, including indicators that are tied to project goals, such as ridership, origin/destination data, or other relevant metrics.
- Provided Software Technology platform interface enables DCTA to access all pilot related ridership and performance data and create standard and customizable reports with ease.
- Demonstrated vehicle location/tracking technology, transportation demand management, on-time performance
- NTD reporting data provided on a monthly basis to DCTA.

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INSURANCE REQUIREMENTS

Proposers performing work on DCTA's behalf shall provide the DCTA a certificate of insurance or a copy of their insurance policy(s) evidencing the coverage and coverage provisions identified herein within ten (10) days of request from DCTA. Proposers shall provide DCTA evidence that all subcontractors performing work on the project have the same types and amounts of coverage as required herein or that the subcontractors are included under the proposer's policy. Work shall not commence until insurance has been approved by DCTA.

All insurance companies and coverage must be authorized by the Texas Department of Insurance to transact business in the State of Texas and must have a A.M. Best's rating A- or greater.

Listed below are the types and minimum amounts of insurances required and which must be maintained during the term of the contract. DCTA reserves the right to amend or require additional types and amounts of coverage or provisions depending on the nature of the work.

COMMERCIAL GENERAL LIABILITY:

Covering Bodily Injury/Property Damage, Products/Completed Operations and Personal Advertising Injury

- Per occurrence \$1,000,000
- General Aggregate \$2,000,000

BUSINESS AUTO LIABILITY

to include coverage for:

- Owned/Leased vehicles
- Non-owned vehicles
- Hired vehicles
- Combined Single Limit \$5,000,000

WORKERS' COMPENSATION EMPLOYERS' LIABILITY

to include:

each accident

Disease Policy Limits

Disease each employee

Statutory Limits per occurrence

- Each accident \$1,000,000
- Disease Policy Limits \$1,000,000
- Disease each employee..... \$1,000,000

PROFESSIONAL LIABILITY

- \$1,000,000 per claim
- \$1,000,000 per aggregate

ADDITIONAL INSURED:

MaaS Task Order #2: On-Demand Service in Member Cities and Contract Cities

The Commercial General Liability and Commercial Automobile Liability policies shall be endorsed to name DCTA, its directors and employees as additional insured regarding Proposer's operations in performance of this Contract.

WAIVER OF SUBROGATION:

The Workers' Compensation and Employers' Liability shall be endorsed to provide a waiver of subrogation in favor of DCTA, its officers, directors and employees.

COVERAGE PRIMARY:

Such insurance as is provided therein shall be primary and non-contributing with any other valid and collectible insurance available to DCTA. The limits of liability required above may be provided by a single policy of insurance or by a combination of primary, excess or umbrella policies. But in no event shall the total limits of liability available for any one occurrence or accident be less than the amounts required below.

NO COMMENCEMENT WITHOUT COVERAGE:

The Proposer shall not commence work at the site under this Contract until he/she has obtained all required insurance and until such insurance has been approved by DCTA. Proposer shall not allow any subcontractor to commence work until all similar required insurance has been obtained and approved. Approval of the insurance by DCTA shall not relieve or decrease the liability of the Proposer hereunder.

CERTIFICATES:

Certificate of Insurance evidencing insurance coverage as required shall be furnished to the Purchasing Manager prior to commencement of work and within ten (10) calendar days after the date of Notice of Award. CERTIFICATES SHALL BE PROVIDED BY PROPOSER AND ANYONE INVOLVED IN THE PERFORMANCE OF WORK UNDER THIS CONTRACT (not otherwise included under Proposer's coverage), INCLUDING ALL SUBCONTRACTORS. All certificates from Proposer and any subcontractors must be issued reflecting DCTA as the certificate holder. All Certificates of Insurance shall reflect the Denton County Transportation Authority project number. Failure to furnish the required certificates of insurance within the time allowed shall not be considered cause for modification of any contractual time limits. All policies of insurance presented, as proof of compliance with the above requirements shall be on forms and with insurance companies approved by DCTA. All such insurance policies shall be provided by insurance companies having a Best's rating of A-VI rating or greater as shown in the most current issue of A.M. Best's Key Rating Guide. Policies of insurance issued by insurance companies not rated by Best's or have a Best's rating lower than A-VI will not be accepted as complying with the insurance requirements of the Contract unless such insurance companies are approved in writing prior to the award of the Contract. Certificate of Insurance shall contain transcripts from the proper office of the insurer, evidencing in particular those insured, the extent of the insurance, the location, and the cancellation clause as required below.

NO LAPSE OR CANCELLATION:

The Proposer and any subcontractor shall not cause any insurance to be canceled nor permit any insurance to lapse. All insurance policies shall include a clause to the effect that the policy shall not be canceled, reduced, restricted, or limited until thirty (30) days after DCTA has received written notice. In the event of cancellation or lapse of insurance, the Proposer shall notify DCTA immediately and unless

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otherwise directed by DCTA, shall cease work until evidence of acceptable insurance coverage is supplied to DCTA.

BREACH:

Failure to maintain insurance coverage as required herein shall constitute a material breach and default.



July 30, 2020

ADDENDUM NO. 1

MaaS Task Order #2: On-Demand Service in Member Cities and Contract Cities

Changes:

1. Electronic response deadline has been changed from August 10, 2020 by 3pm CST to **August 12, 2020 by 3pm CST.**
2. Questions deadline has been changed from July 31, 2020 by 3pm CST to **August 4, 2020 by 3pm CST.**

Questions & Answers:

1. **Q:** Is it possible for DCTA to grant an extension on this bid so that respondents can have ample time to prepare a more comprehensive response?
A: See above change.

Addendum must be acknowledged below and returned with the bid submittal. The underlined text is the addition or change. Some unchanged text from original solicitation is shown only for purposes of context. All other text not referenced below remains the same as stated in the original solicitation or as stated in previous addendums.

Sarah Martinez
Director of Procurement

Acknowledged by: _____ Date: _____
Firm/Representative

Question and Answers for Bid #2007-001 - Task Order for On-Demand Service in Member Cities and Contract Cities

Overall Bid Questions

Question 1

Is it possible for DCTA to grant an extension on this bid so that respondents can have ample time to prepare a more comprehensive response? (Submitted: Jul 29, 2020 12:02:01 PM CDT)

Answer

- See Addendum 1 (Answered: Jul 30, 2020 12:19:27 PM CDT)

Question Deadline: Aug 4, 2020 3:00:00 PM CDT

Regular Agenda Item 5

Exhibit 2: River North Transit LLC (Via) Proposal #2 (in response to Board feedback)

Proposal 2

On-Demand Service in Member Cities and Contract Cities

Denton County Transportation Authority
MaaS Task Order #2

January 15, 2021



Submitted by River North Transit LLC
(A wholly owned subsidiary of Via Transportation, Inc.)

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Executive Summary

Project Background

In preparing this response, Via has keenly followed the evolution of DCTA's vision for the future of public transit in Denton County. Our proposal reflects our understanding of DCTA's carefully balanced service priorities, derived from a series of multiple conversations with DCTA stakeholders and staff, virtual attendance at several DCTA board meetings where the project was discussed, and close attention to Accenture's presentation of the Transformation Initiative report. We also bring our ongoing integration work with Unwire and our own experience providing multimodal booking within our deployments to our fulfillment of DCTA's "one-app, one-trip" concept for regional interoperability.

Our proposal strives to deliver on DCTA's primary objectives, which we understand to be the design, launch, and maintenance of:

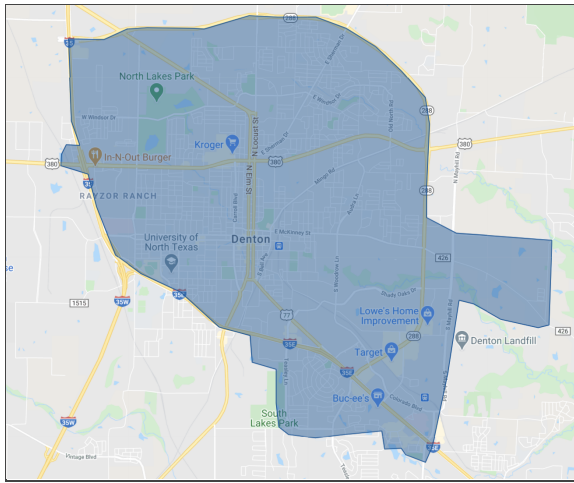
- An **equitable** service, offering high-quality transportation to all residents regardless of location, demographic, ability, or technological savvy, and in accordance with the Agency's obligations under Title VI
- A **unified** service, in which on-demand transit is one of many options DCTA offers throughout the County, all of which are accessible under a unified brand
- A **cost-effective** service, which delivers on-demand trips at a lower cost-per-ride, and lower overall cost, than the fixed bus routes

Our proposal presents our specific service design plan for DCTA, as well as the capabilities and experience that drive our confidence that we can deliver on this ambitious project. With deployments in nearby Arlington and Fort Worth (not to mention Austin and surrounding smaller cities like Manor, Leander, and Bastrop), we are committed to the future of on-demand transit in Texas and in the region, and have the on-the-ground resources and market experience to realize DCTA's vision for a more-connected Dallas - Fort Worth Metroplex.

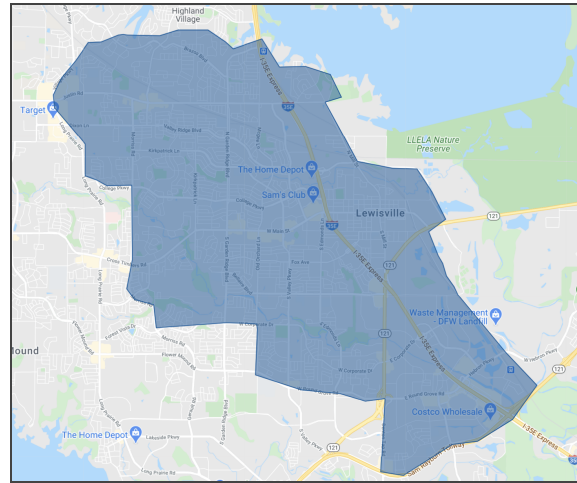
Service Snapshot

The core of our solution is a County-wide microtransit service, accessed primarily by GoPass, deployed across two zones, which cover the main parts of Denton, Lewisville, and Highland Village, totalling ~ 50 sq mile zone.

We plan to serve these zones with a fleet comprising DCTA-branded vehicles and supplemented by a network of TNC drivers for ad-hoc dispatch of a smaller number of trips. Using our powerful in-house simulation software, and incorporating data from DCTA and the US Census, we estimate that our design can **successfully absorb the demand** currently served by Routes 1, 2, 4, 5, 6, 8, 21, 22, and 64, as well as off-peak demand for Routes 3 and 7. Moreover, our projected average wait times across the system are **10 - 15 minutes**, a significant improvement over the system's current average headways. And we can do it all for a cost-per-ride **as low as \$6** at system maturity.



Denton Zone



Lewisville and HV Zone

Our service design plan has the following key benefits, crucial to fulfilling DCTA's service goals:

- **Accessibility**, incorporating ~25% wheelchair-accessible vehicles (WAVs) in our fleet to ensure equitable quality of service for all riders, as well as phone and web booking options for passengers without smartphones and payment options to support unbanked and underbanked customers
- **Broad coverage** of the cores of Denton, Lewisville, and Highland Village, including areas identified as equity priorities, and encompassing important links to regional transit
- **Flexibility** of design, with additional service hours easily added to cover DCTA's requested "a la carte" options, and a paratransit-ready infrastructure ready to accommodate DCTA's Access or existing demand-responsive services
- **Reliability** of service, with riders from all over the zone able to book rides with short wait times

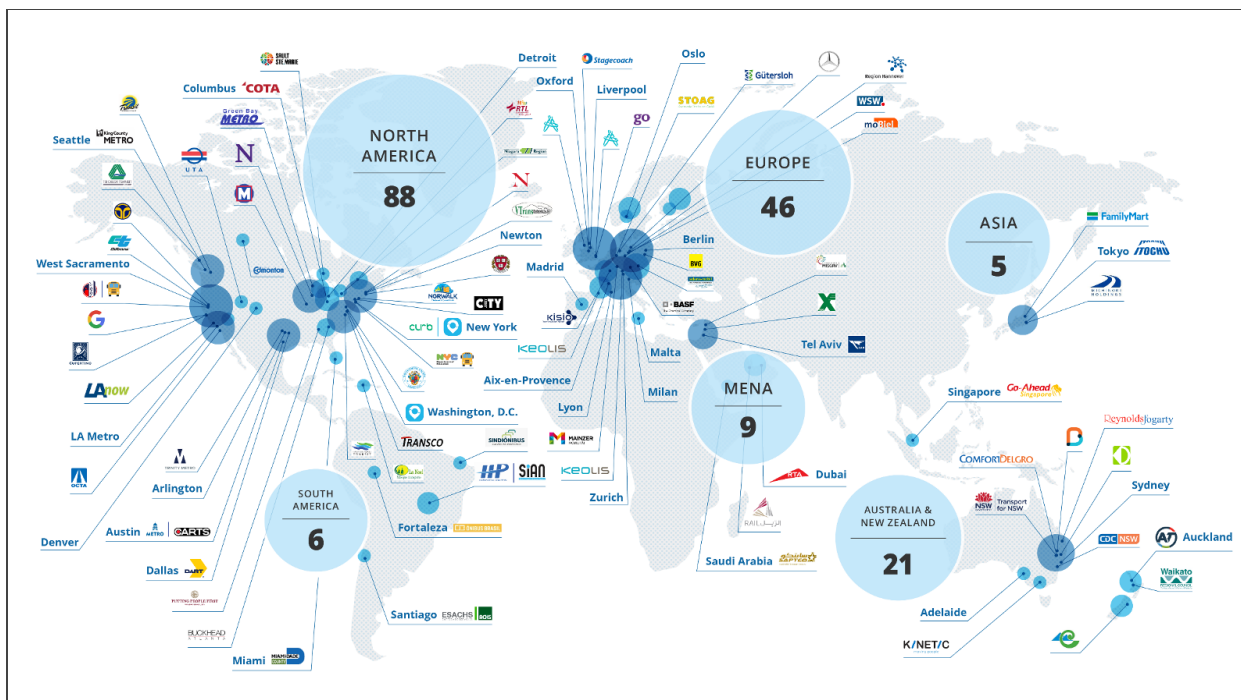
Our full service design plan, including our methodology and support from our simulation results, can be found in the [Service Design](#) section of our proposal.

The Via Advantage

As the world's leading provider of public mobility solutions, Via has the technical capacity and operational experience required to implement the large-scale public microtransit service DCTA envisions for the County. We bring the following unmatched capabilities and areas of expertise to our proposed service with DCTA:

- **The most powerful on-demand technology available in the market**, giving this ambitious project the best possible chance for success. Via not only pioneered and **patented "Virtual Bus Stops" (VBS)** -- optimized meeting points for drivers and riders that balance system efficiency with rider convenience -- to deliver a superior shared service experience, but has deliberately developed our algorithms for **maximum flexibility**, accommodating not only VBS but curb-to-curb, first- and last-mile, and any combination of these and other service models.

- **A unified, integrated solution combining transit planning, transit technology, and operational expertise.** We are unique in our industry as a provider of **turnkey transit solutions**, including everything a partner may need -- from transit planning services, to service branding and marketing, to vehicle and driver management -- to launch and maintain a successful microtransit service and, down the line, incorporate paratransit or even fixed route service into the same technology platform.
- **A commitment to community engagement and an effective transition**, ensuring that our deployments are aligned with the riders and communities they are meant to serve. We work with local leaders, organizations, and everyday riders to assess the impact of our service design and marketing strategies on the communities most frequently overlooked by transit. Effective community engagement is critical to the success of a service as ambitious as DCTA's, facilitating not only rider growth but equity of access, and in managing the complex transition from an existing fixed line service to on-demand .
- **Products and processes optimized over more than 175 deployments worldwide.** Via is the market leader in public mobility solutions, and draws on insights from each and every diverse deployment -- and our more than 80 million rides delivered -- to improve our offering and benefit our partners. Please see a map of our worldwide services below.



Keys to a Successful Service

One-App, One-Trip

To deliver on DCTA's vision of "one-app, one-trip," Via proposes to fully integrate with the GoPass app. Establishing GoPass as the mobile point of access for the system will:

- Provide a unified, consistent rider experience for DCTA riders across modes (on-demand and fixed route) and across the region through a single multimodal trip planning and booking portal
- Facilitate the transition for existing users of the GoPass app to DCTA's new on-demand transit system
- Drive rider growth across the entire system, by directing new riders attracted to the convenience or accessibility of on-demand services to fixed route options where available

Via is currently integrating with GoPass as part of our ZipZone service with Trinity Metro. Our ZipZone riders in Fort Worth will be able to access Via-powered on-demand services directly within the GoPass app (*shown below*) long in advance of any DCTA launch. DCTA riders will join a maturing ecosystem of multimodal travel options that can, in just a few years' time, grow to service the entire Dallas - Fort Worth Metroplex under a unified regional banner.

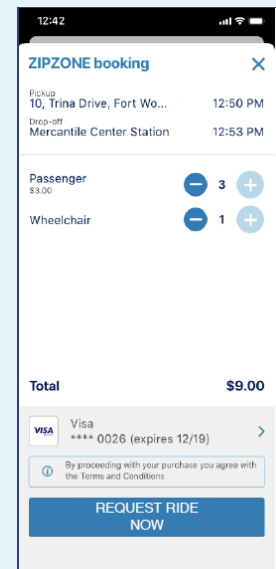
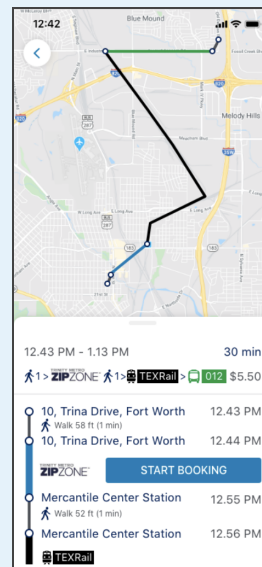
ZipZone

Fort Worth, Texas

2019 - present

Via is partnering with Trinity Metro and Unwire to open our ZipZone service to ride **booking, payment, and tracking** directly within the GoPass multimodal journey planning app, shown right.

Riders will be able to **effortlessly link** on-demand trips with existing fixed-route services for a worry-free, mode-agnostic journey across the Fort Worth area and beyond.



A Fully Accessible System

Via's proposed system will support the needs of all passengers, providing a fully accessible transit network.

In addition to the GoPass app, we will provide a DCTA-branded web portal and support a phone booking option - through an easy-to-use support-agent console -- for passengers without smartphones or for those who are unable or choose not to use an app.

Unbanked or underbanked passengers will be able to pay for services with several different options: digital vouchers (purchased in cash at community centers, transit hubs, or other key locations), prepaid debit cards, and - to the extent DCTA chooses to allow it - cash on board the vehicle.

Riders with disabilities will have easy access to the system. We have designed our service to include 25% WAV vehicles, which our detailed analysis and simulations indicate will provide equivalent quality of service for all riders requiring a WAV (please see our [Title VI](#) section for more details).

Carefully planned and managed transition from Fixed Route to On-Demand

Via is an experienced and proven provider of efficient fixed-route replacement services. Not only have our fixed-route replacement services achieved higher quality of service, with increased coverage and lower wait times for residents, they have also helped our partners lower operating costs.

Data-Driven Service Design

Effective design of the new on-demand service is critical to its success. This is especially true for the transition contemplated by DCTA, which involves a full network redesign that would make on-demand services the **dominant mode share** for public transit in the County.

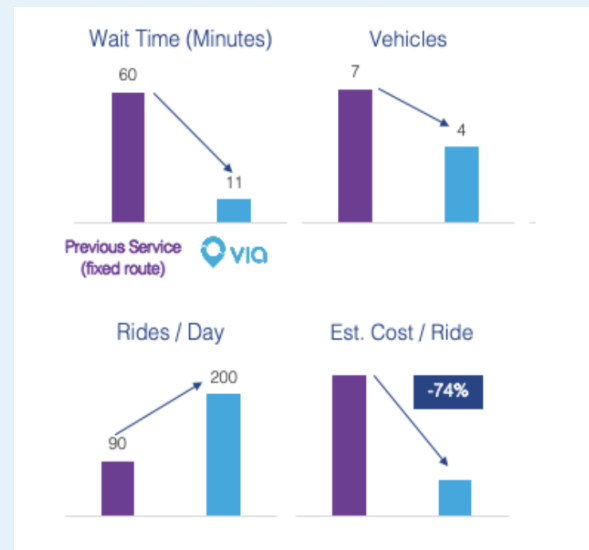
Via's expert transit planning and consulting group, Via Strategies, has assembled a world-class team of planners and transportation professionals for this exciting opportunity. The Via Strategies team is frequently retained by cities and public agencies -- including LA Metro, the Utah Transit Authority (UTA), and the Central Ohio Transit Authority (COTA) -- and are the market-leaders for microtransit simulation and consultation.

Via Strategies takes a holistic, data-driven approach to service design, while leveraging Via's proprietary toolbox of sophisticated analysis and simulation tools, to design services that optimally balance accessibility, coverage, convenience, and cost-effectiveness. Our team has a strong track record of designing services that will be well-received by residents at launch and achieve sustainable growth over time.

Go2**Sevenoaks, Kent, United Kingdom***2020 - present*

Launched in just two weeks at the start of the pandemic, Go2 has achieved dramatic operational savings (a **cost-per-ride reduction of 74%**) for GoCoach, Via's partner in the service, while offering a higher quality experience for riders than the previous fixed-route services.

Utilization -- as defined by passengers transported per vehicle hour -- **quickly increased by 77%**, reflecting both a reduction in fleet size and rapid rider growth, while riders saw average **wait times of approximately 11 minutes**, compared with **~1 hour headways** for the previous service.

**Ridership Transition**

Even the most carefully designed service can fail if riders of discontinued fixed route services are either unaware of newly-available on-demand options -- or worse, assume they will be excluded from them. Via takes rider outreach seriously in all of our services, but particularly in those which we transition from existing fixed routes. We understand that many riders fear that if they don't have a smartphone, don't have a bank account, or live with a disability, public microtransit services will not serve them.

We take great care to ensure that our services **are accessible** (see the [Title VI](#) section), and to communicate that accessibility to the riders who are often most difficult to reach. Via's Community Engagement team has developed a complete transition playbook, which deploys a community-based approach that emphasizes in-person outreach, community info sessions, physical signage and flyers, and even direct mail. With proper outreach, we believe that existing transit ridership can be rapidly and successfully transitioned to on-demand alternatives.

RIDE**Wilson, North Carolina***2020 - present*

Prior to our service launch with the City of Wilson, Via engaged with nearly 100 community organizations, conducting on-the-ground, low-fi outreach to engage **existing fixed-route transit riders**. We focused on riders without smartphones or bank accounts, and those with disabilities, to ensure that our newly-introduced on-demand service maintained **equitable access**.

**5x**

**increase in daily
ridership vs. prior
service (with same
budget)**

Daily riders have increased **5x relative** to the previous fixed-route service, exceeding the City's expectation for fleet utilization by **40%**. Not only does RIDE maintain a **4.96 out of 5 rider rating**, demonstrating high rider satisfaction, but **25% of rides are currently booked by phone**, suggesting that our efforts to reach transit riders without smartphones have been successful.

Building and Maintaining a Sustainable Service

High levels of ridership and efficient operations are key to the long term sustainability of every microtransit service.

- Broad adoption by the community ensures the service fully realizes its potential to expand access to mobility to those who need it most.
- High levels of passenger aggregation -- which can only be achieved when the service is operating at a significant ridership scale -- keep costs per ride low and contribute to the reduction of congestion and emissions.
- Increasing levels of passenger aggregation with increasing ridership scale can only be achieved if the algorithms powering the service are highly efficient at matching riders with vehicles while also effectively coordinating the available vehicle supply to match rider demand at all times.

Sustainable Expansion and Growth

Via has extensive experience and a strong track record of launching and operating large-scale, long-term microtransit services for public transit partners. With many partnerships in their second and third years of service Via has proven that we can make on-demand transit sustainable for our partner agencies.

We deploy multiple complementary strategies to encourage rider growth and maintain high levels of ridership across the system:

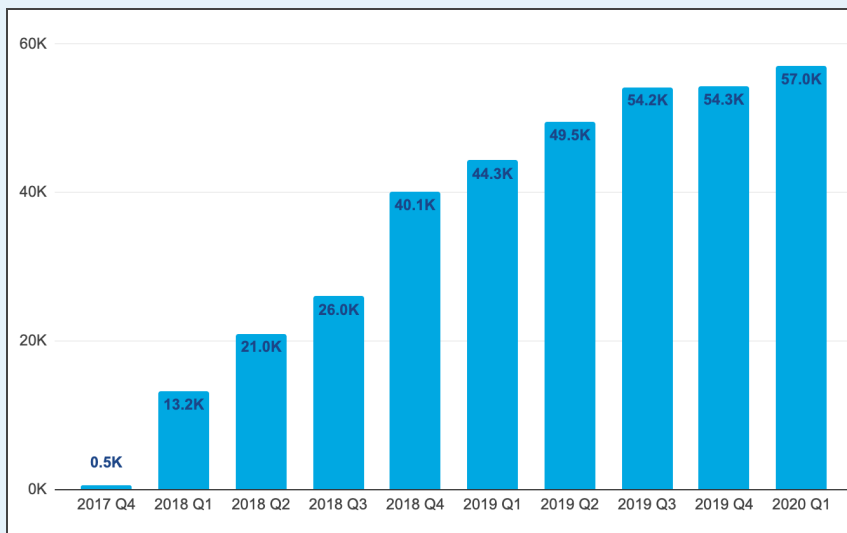
- Data-driven, targeted marketing campaigns with proven efficacy across markets, including promotions and communications tailored to promote conversion (e.g. riders who have downloaded but not used the app) or advance specific use cases (for example, riders who connect to other transit, or those who travel to areas of focus for equity), referral campaigns, and rider-specific messaging. Please see the [Rider Marketing and Engagement](#) section for more details.
- Subscription models for commuters and other repeat-riders, implemented in tandem with a pricing strategy designed to encourage targeted use cases, such as reduced fares for first- and last-mile trips.
- Service expansions guided by careful analytics that reveal the geographic and service-hour-based extensions that can grow ridership disproportionately to increased costs.

Arlington On-Demand Arlington, Texas

2017 - present

Following Via's launch in 2017, nearby Arlington became -- and remains -- the largest city by far to rely on **microtransit alone** for its public transit network.

Arlington On-Demand has **grown steadily** over its 3-year tenure (*pre-COVID quarterly growth shown right*) to become an **integral** part of city life for many residents, particularly students, seniors, and commuters traveling to the CentrePort Transit Station.



Via and the City have collaborated on a number of service expansions, with the most ambitious -- the expansion of the service to the **entire city**, and the growth of the fleet to **~70 custom-branded vehicles** -- to come early in 2021. And with overhead costs distributed over a greater number of vehicles, the average cost-per-ride actually **decreases** when Via services expand.

Highly efficient dispatch algorithms and operations

Rider growth is made financially sustainable on the strength of the technology and operational management strategies employed:

- Aggregating riders in real time, a requirement for an efficient shared service, is not only a complex mathematical problem, but a careful balancing act of customer satisfaction and service efficiency:

shared ride services that deviate excessively to pick up passengers, or incorrectly estimate pickup times, or inaccurately represent their available service zones, discourage customers just as readily as fixed-route buses with long headways.

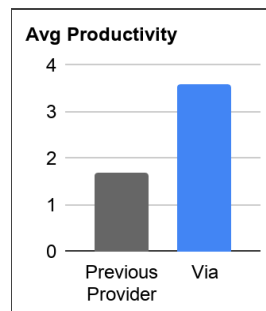
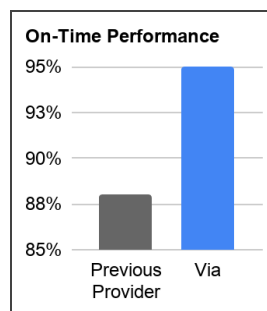
- Data-driven supply management -- achieved by using a suite of driver incentives that match system-wide available seats to demand at all times and by actively positioning vehicles in areas of anticipated high demand -- reduces overhead and ensures that our systems can actually deliver on the cost-savings our algorithms make possible.

With our shared-ride technology and dynamically-managed fleets, the cost per passenger decreases with increased ridership, and the cost per vehicle hour decreases as additional vehicle hours are added to the system (see our [Price Proposal](#) for examples). Our costs, in other words, do not scale linearly with service growth: our services get more efficient at larger scale and with greater ridership, as shown in our Sevenoaks case study, above. This financial sustainability enables our partners to not only maintain their service, but expand.

Potential for Future Paratransit Integration

Not only are Via's public microtransit services highly accessible (see [Title VI](#) section below), we have direct experience operating ADA paratransit services, including in the Hampton Roads area of Virginia and with Green Bay Metro in Green Bay, Wisconsin. These services leverage our powerful pre-booking algorithms while flexibly accommodating same-day changes and any service disruptions.

Across our paratransit services, we have significantly improved on-time performance (when compared to the previous operators and software) and productivity, as defined by passengers transported per vehicle hour (see *statistics from Hampton Roads Transit, right*).



In Green Bay, where our on-time performance is 98%, we have recently launched a commingled microtransit service that leverages our paratransit fleet to deliver rides for the general public where capacity permits.

While we understand that paratransit replacement services are not in scope for DCTA's initial planned service, Via's ability to manage paratransit services in a fully integrated fashion with the planned on-demand service provides DCTA full flexibility for the future. Integrating microtransit and paratransit services under one technology platform offers riders a unified experience across modes, simplifies operations, and allows further cost savings to be realized across both modes.

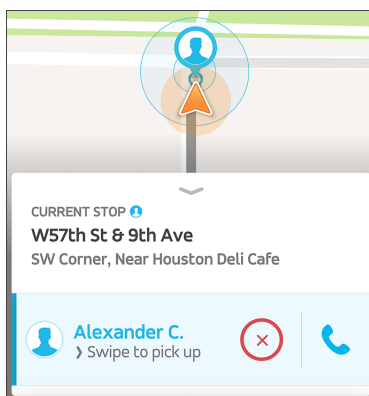
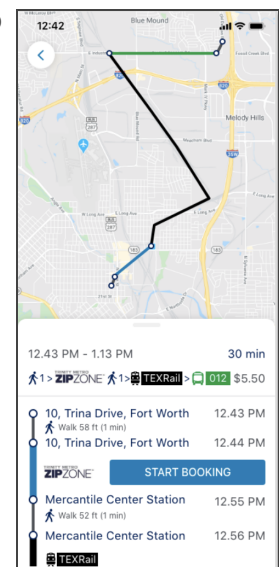
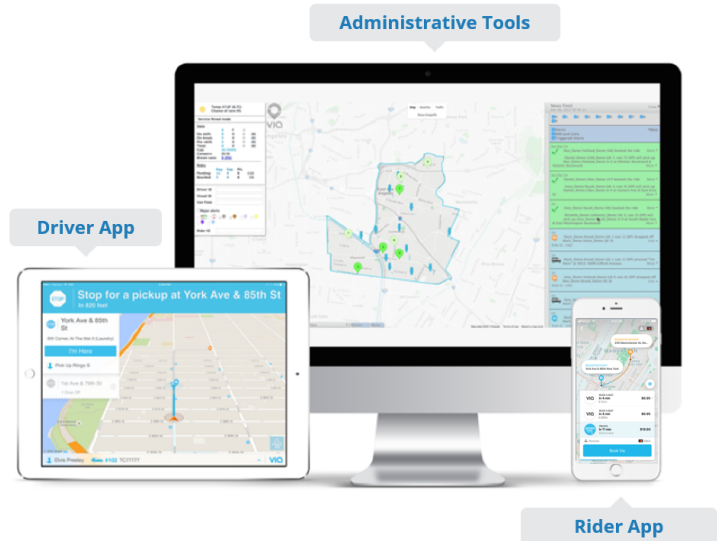
The Via Solution for DCTA

Technology Suite

Via is the premier provider of dynamic, shared mobility technology worldwide. Our system is composed of modules that can be configured to the individual needs of any partner, providing an optimal balance of off-the-shelf availability and customization.

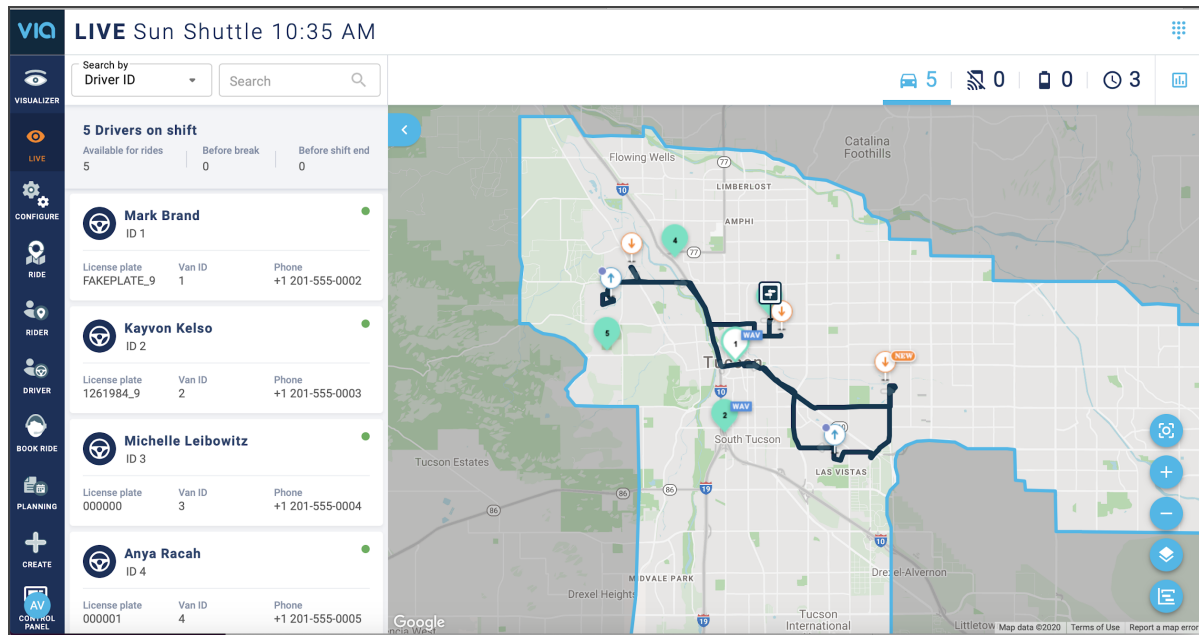
The Via Platform includes:

- Powerful routing and matching algorithms.** Via's algorithms, refined over 80+ million rides delivered, analyze all trip requests, assign riders to the best-suited vehicle, and group passengers heading in the same direction into efficient shared rides. For even greater efficiency, our system uses Virtual Bus Stops (VBS) -- to which we hold the patent -- to assign riders and drivers to meet at optimal pickup corners, minimizing route deviations and travel time. We can of course also provide curb-to-curb service as needed, especially for riders with disabilities or at certain times at night.
- Simple rider interfaces for booking and tracking trips.** We plan to offer a full integration with GoPass (*shown at right in our deployment with Trinity Metro*) for riders accessing the system by mobile app, and a phone booking option for those who are unable or choose not to use GoPass. Walk-ons can be accommodated in a variety of ways, from booking kiosks to on-board booking through an interface on the driver's tablet.



- Intuitive driver interface.** The Via Driver App is a distraction-minimizing interface providing turn-by-turn directions to pickup and drop-off points. Drivers use the App to mark passengers as "picked up" and "dropped off" (*shown at right*) start and end their shifts and schedule breaks, and can contact live support if needed. Special instructions about riders or pickup points -- a note that a particular rider will need assistance boarding, for example -- are automatically displayed in the Driver App.

- Operations Center.** Via's Operations Center (VOC) provides DCTA customer service staff and Via system administrators with a complete suite of service management tools, allowing operators to perform all necessary functions, including booking and canceling rides, viewing live service through a map-based interface (*shown below*), checking trip details, managing rider and driver account information, and providing high-touch customer support. These controls can be accessed from any web browser.



- Data analytics and reporting.** Via leverages our sophisticated analytics and data visualization tools to share operational data with our partners through comprehensive, intuitive reporting functionality built into the VOC. These reports inform regular service optimization and long-term service planning (more detail is available in our [Title VI](#) section).
- Software support and maintenance.** Via partners benefit from regular system upgrades designed to improve all of our global services. Our servers and cloud services are monitored continuously, with a technical support team on-call 24/7 to immediately address any issues.

Operations and Support

Rider Marketing and Engagement

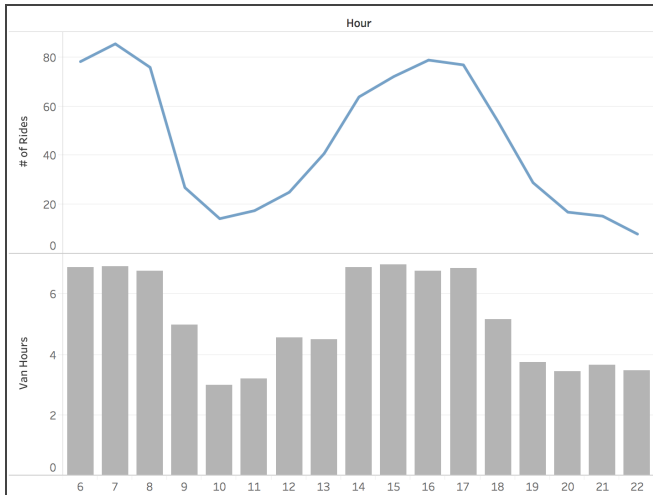
Successfully growing demand is key to improving the long-term efficiency of a service. The algorithm's ability to optimize and aggregate rides not only depends on inputted parameters, but also on the nature of the demand itself — i.e., how dense demand is, whether the origins and destinations are clustered, etc.

As demand grows and becomes more concentrated, service efficiency increases and fewer incremental vehicles are proportionately needed in order to provide a similar quality of service to riders. Via has extensive experience and expertise in helping its partners grow demand using the following levers:

- **Growth and marketing strategy.** Via recommends using a mix of channels and continuously reviewing and optimizing the growth plan based on the channels that prove to be most effective. Channels can include digital marketing, out-of-home advertising, community engagement and partnerships, and street marketing, to name a few.
- **Rider engagement.** Via recognizes that the acquisition of new riders is not enough; agencies must also keep riders engaged and active. Targeted promotions and personalized communications help address this problem. Via recommends configuring a range of subscription offerings based on identified use cases to improve rider retention and expand the use of DCTA's service. We also recommend continuously analyzing ridership trends, both quantitatively and qualitatively. Via's in-house Data Science team has extensive experience assisting partners in data collection efforts, including surveys, on-board feedback, and in-app push questions. We will be happy to leverage this expertise to evaluate DCTA's desired project outcomes on an ongoing basis and improve the DCTA service over time.
- **Pricing strategy.** With microtransit deployments in over 120 cities across the world, Via understands that a tailored pricing structure can effectively grow and shape demand. For example, in a service providing multimodal connections like the one envisioned by DCTA, offering reduced fares for rides that begin or end at a transit hub can significantly boost ridership. The Via Platform allows partners to easily configure these parameters in order to launch targeted campaigns.
- **GoPass integration.** With access to the Via system through a single, unified public transit app, rider growth in either the on-demand and fixed-route system will fuel growth in the other, as riders use GoPass to plan integrated, mode-agnostic trips.

Supply Planning

Following service design and launch, Via delivers cost-effective service through careful operational oversight. Via will coordinate all aspects of service provision, including fleet management and maintenance (excluding maintenance on any DCTA-owned vehicles that are used as part of the service), service supervision, driver sourcing and management, and supply planning.



Our flexible scheduling and routing algorithms enable us to scale vehicle supply during times of anticipated high demand. To ensure Via provides an optimized service during all hours, use of dedicated vehicles will be scheduled in a flexible manner, using shifts that vary in length, ensuring we meet peak demand and are not oversupplied during off-peak periods. We revise our vehicle shift scheduling and supply planning on an ongoing basis to ensure it matches demand trends. Additionally, we consider local driving regulations and to ensure drivers are operating safely at all times.

With this supply planning experience, Via can ensure that sufficient vehicles are on the road to meet all requested rides during periods of high demand -- and also remove vehicles from the road so that we are not oversupplied during lower-demand periods, as shown in the sample supply curve above, where total van hours vary tightly with total rides.

Flexible Fleet Model

One of the primary advantages of the Via model is our ability to flexibly operate with mixed and diverse fleets, consisting of the right blend of dedicated, branded vehicles, agency-owned vehicles like DCTA's fleet of 9 cutaways, and leveraging non-dedicated TNC vehicles to improve cost efficiency. In DCTA's case, we recommend a mix of all three of these vehicles, with common, shared branding that unifies the look and feel of the service. Via's technology will manage the assignment of trips to the most efficient vehicle at all times, allowing DCTA to take advantage of an extremely cost-effective fleet model. We have extensive experience recruiting and coordinating independent contractor drivers, both for dedicated and non-dedicated fleets. Many of our partners receive FTA funding for our services, and we understand how to comply with all FTA requirements.

Dedicated Vehicles

For DCTA, we recommend delivering a core branded fleet (*see sample branding options below*) of Chrysler Pacificas (with seating available for 6 passengers), within which we can limit capacity if necessary to maintain social distancing during COVID-19. Our algorithms can support vehicles of any size, make or model: if DCTA would prefer a different fleet vehicle, we can easily make the switch.

By working with a flexible and reliable vehicle leasing partner, we ensure that our dedicated fleet can be delivered quickly, wrapped to our partners' branding specifications, and road-ready within weeks.

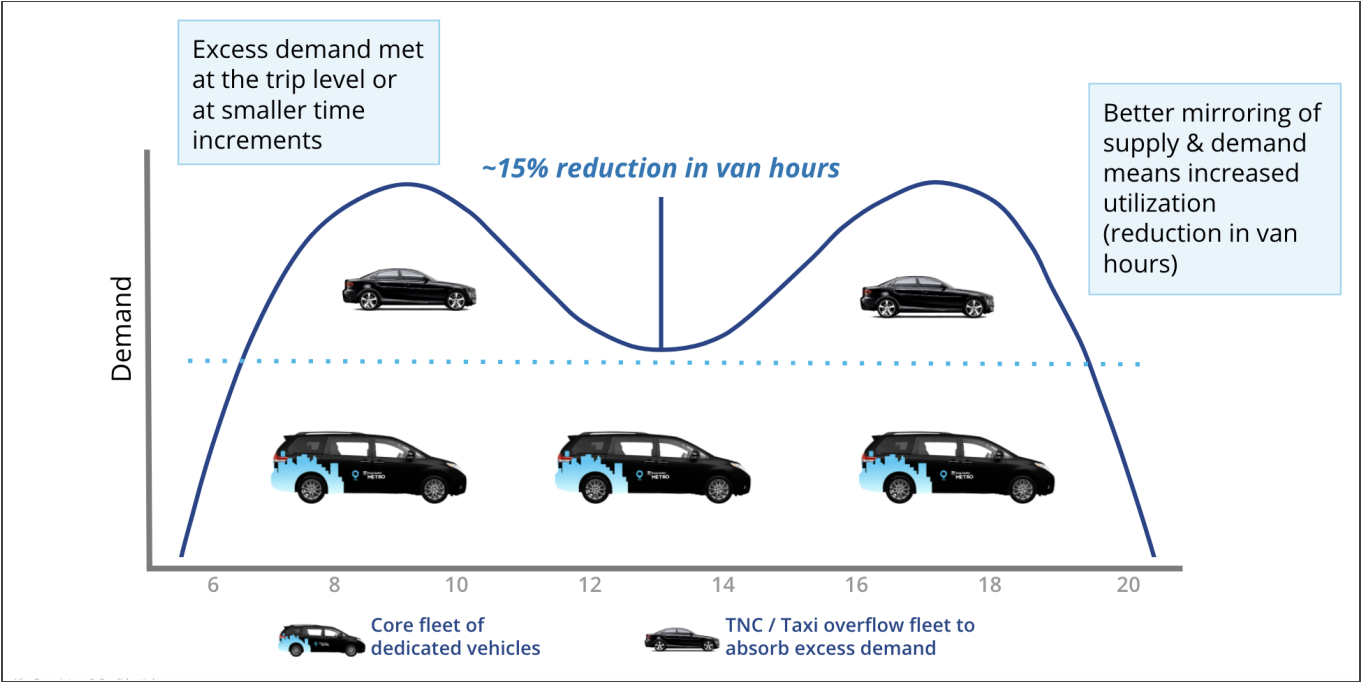


Leveraging DCTA's Available Fleet

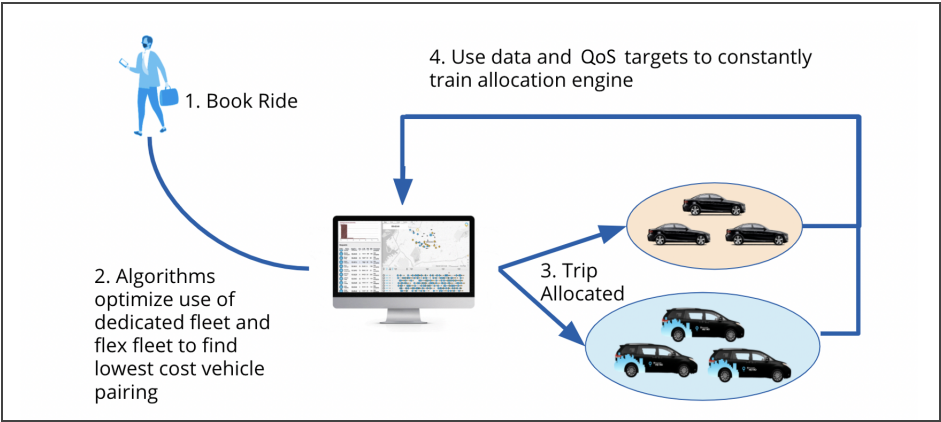
Within our flexible fleet model, we can accommodate a number of alternative or hybrid fleet solutions to best meet DCTA's needs. We would recommend including DCTA's 9 available cutaways within the fleet to achieve additional operational efficiencies, and as a solution to ensure the service is fully wheelchair accessible. As part of the service setup, Via would be responsible for wrapping and branding these vehicles to match the dedicated fleet of branded Pacificas and could similarly capacity-limit them if needed. Via has leveraged mixed fleets owned by transit agencies in other services as a way to run a maximally cost effective service.

Brokering trips to non-dedicated TNCs

To further supplement the fleet, we would recommend brokering a small percentage of trips (likely 10-15%) -- possibly the North Texas XPress Route 64 trips, as described in the [Service Design](#) section -- to local TNCs, if DCTA is interested. In several of our services, including our microtransit service with LA Metro and our ADA paratransit service with Hampton Roads Transit in Virginia, we have been able to realize significant operational efficiencies by dispatching a small proportion of trips to a "halo" network of vetted independent contractor drivers using their own vehicles for service. All TNC drivers would be required to display branding for the DCTA service (through a vehicle magnet or window sign), and would be fully vetted, drug tested and monitored like all other drivers for the DCTA on-demand service. By utilizing ancillary TNC drivers, we can reduce the risk of "oversupplying" the service with dedicated vehicles in order to ensure coverage, which can consume more overall vehicle-hours than one-off trip dispatching (*please see illustrative service plan, below*).



We allocate brokered trips using the same routing and aggregation algorithms that process all of our trip requests. If our algorithm determines that a trip can be more cost-effectively served by a non-dedicated vehicle -- while maintaining quality of service standards -- it will send that trip to the driver for acceptance. As shown in the diagram above right, the Via algorithm continually optimizes its non-dedicated assignments using data collected from the service and quality of service targets set in conjunction with DCTA.



Via operates as a TNC in a number of cities, including the highly-competitive New York market, and we have developed a set of tools and processes for effectively engaging with TNC drivers for the purpose of providing high-quality non-dedicated service.

<p>Driver recruiting</p> <ul style="list-style-type: none"> • Experience attracting drivers in multiple modes • Digital marketing/outreach 	<p>Incentive types & variety</p> <ul style="list-style-type: none"> • Hourly guarantees • Trip based incentives • Off peak shifts 	<p>Driver pay tools</p> <ul style="list-style-type: none"> • Nimble payment options • Clear visibility into earnings 
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We have recruited and managed more than 50,000 drivers through finely-tuned digital marketing channels and incentive options. Drivers continue to drive with us because we offer transparent hourly or one-off trip fares and clean, intuitive payment tools with complete visibility into earnings history. All of our tools are ready to be deployed at a moment's notice to recruit a “halo” fleet and increase cost efficiency for DCTA.

Electric and Autonomous Vehicles

Throughout a number of services, Via has developed expertise in sourcing and managing electric and autonomous vehicles within our fleet. We would be happy to discuss implementing either alternative vehicle in greater detail with DCTA.

Electric Vehicles

An extension of our standard back-end tools, our EV Electric Fleet Management Platform optimizes the management of fully-electric fleets by taking charging needs into account when routing vehicles and assigning passengers to rides.

More than half of our 168-vehicle “BerlKönig” fleet in Berlin is electric, our Auckland service is 100% electric, and our Jersey City service is committed to becoming 100% electric by the end of 2021. We would be happy to explore electric vehicles with PSTA, whether on this project or other future endeavors.



Autonomous Vehicles

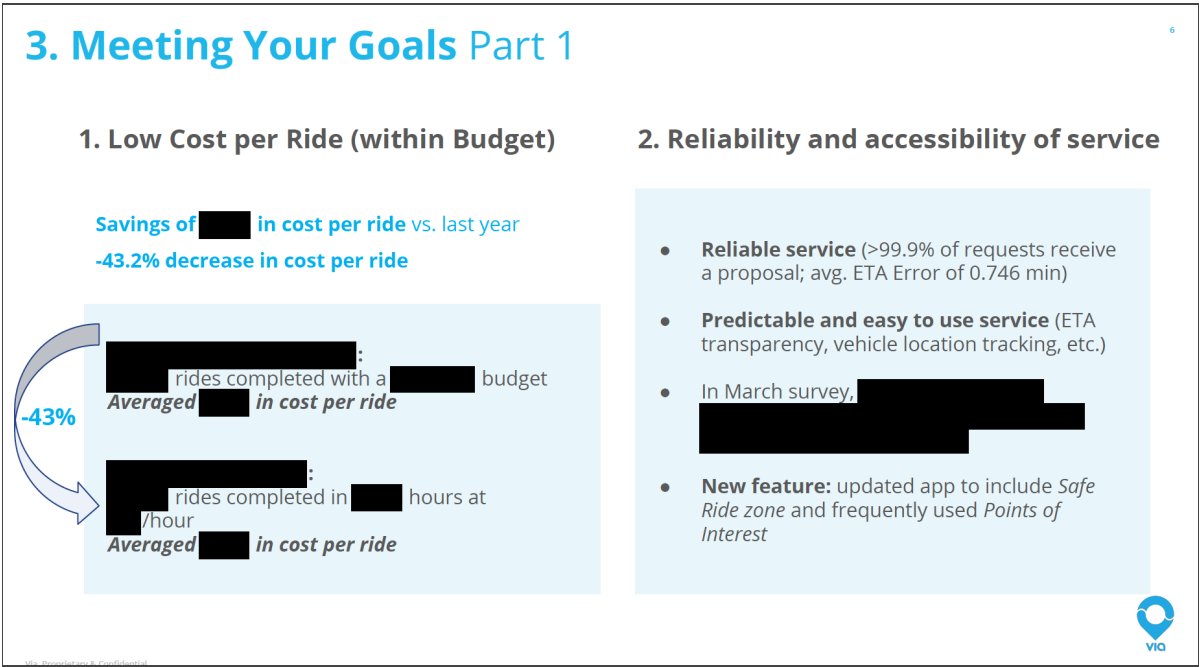
Via leads the microtransit industry in deploying services that leverage AV technology. Most recently, Via partnered with Hyundai, the third-largest vehicle manufacturer in the world, and Pony.ai, a leading self-driving technology startup, to launch BotRide, the first shared, on-demand, autonomous deployment on public roads in the United States.

BotRide operates in an 8-square-mile area with 10 electric AVs in Irvine, California. Unlike other AV services, BotRide requires no action by human operators to advance a ride request. Instead, Via’s Autonomous Conductor directly connects the rider to the vehicle’s Human Machine Interface (HMI), and facilitates a seamless customer experience without the need for human intervention.

Partner Success and Support

Via works diligently to ensure the success of each of our partnerships. To do this, Via designates an Operations team for each deployment, led by a Partner Success Manager, to provide continuous analytical, consultative, and technical support throughout the term of the contract. The Partner Success Manager will serve as a primary point of contact to ensure DCTA’s service is continuously optimized for success. This process includes recurring check-in calls with project leads from DCTA, local authorities, and riders as necessary to review system performance, technical questions, and concerns.

Quarterly, we conduct in-depth, data-driven performance reviews (see sample QBR from another Via partner below) that analyze the service’s long-term performance along specific, collaboratively defined key performance indicators (“KPIs”). Our Partner Success Manager, supported by the Operations Team, will schedule these quarterly review meetings and work with DCTA to collaboratively determine the agenda.



Service Design

Summary

To ensure that our recommended service model meets the performance requirements established by DCTA, Via's team analyzed demand data, developed models and simulations, and determined the expected fleet requirements for a microtransit network that is **both compelling for DCTA customers and operationally efficient for the County.**

Our proposed service zones include the core of Denton, Highland Village, and Lewisville, in total ~50 square miles. These zones include both existing communities served by the fixed route network and new, high-potential areas. We expect to offer **higher quality of service, greater connectivity, and increased ridership** in these zones compared to the existing fixed-route network. For example, our simulation results yielded wait times of 10-15 minutes on average, and riders will have access to more parts of Denton County as well as the surrounding areas through in-app multimodal trip planning.

Moreover, powered by Via's efficient management of a fleet of 25 to 32 vehicles, **we believe that** the proposed microtransit service will yield high utilization and **decrease overall operational costs for DCTA compared to the existing network of fixed routes the service seeks to replace.** Optimizing for efficiency, our team also proposes a six month A/B test between Routes 3 & 7 and the proposed microtransit service.

In the following section, we address our approach to service design and provide step-by-step insight into our methodology. We also propose a design for unique ridership opportunities, such as service to/from the North Park & Ride (Route 64), trips between Denton and Lewisville on Sundays when the A-train is unavailable, and connections to Trinity Mills and the DART Green Line.

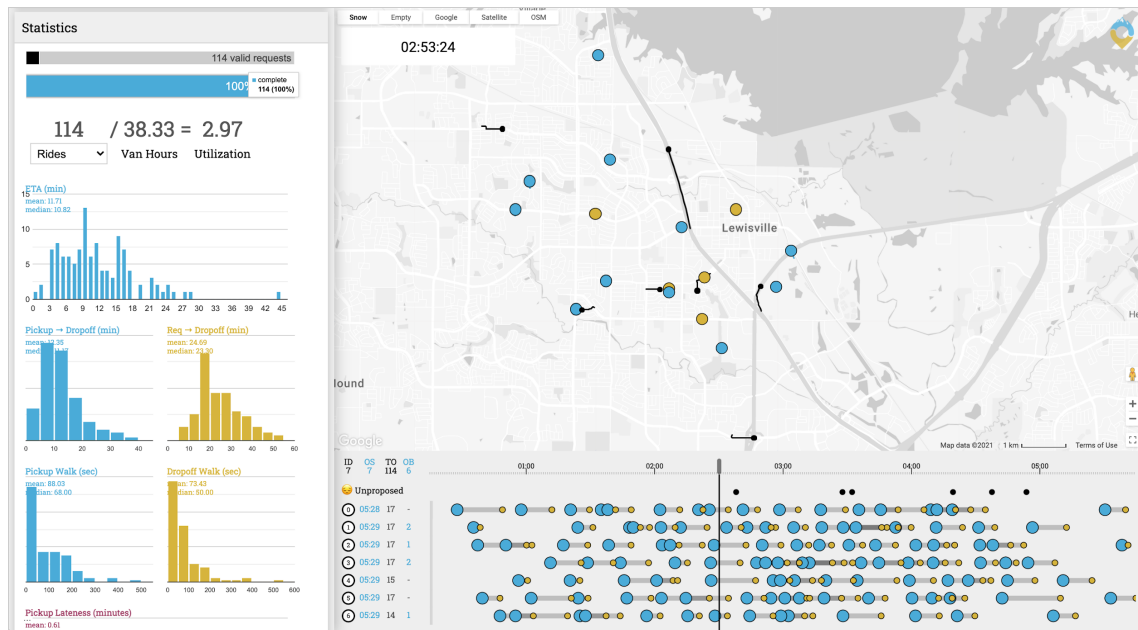
Approach

Via has extensive experience designing, launching, and operating microtransit services. **Via Strategies, our dedicated service design and consulting team, has worked with dozens of transit agencies all over the world, to provide recommendations to enhance and optimize existing transit networks.** Our team has performed transport planning studies for a variety of partners around the world, from cities as large as Los Angeles, London, and Dallas, to smaller and less dense communities like Hall County, Georgia, and Timaru, New Zealand. Via's simulation engine, developed by Via's world-class algorithm experts, is used to shape at-scale services in all Via markets. In 2020 alone, our tools simulated more than 6,000 scenarios for hundreds of existing and future services.

Unlike other technology providers, **we understand the entire lifecycle of mobility innovation;** Via leverages its real-world experience implementing, operating, and growing the world's most advanced public mobility systems to create bespoke recommendations. By providing software and/or serving as the broker and integrator of services to over **175 partners globally,** Via has access to data from comparable

deployments that power our algorithms and inform the service design process. In partnership with public transit agencies across the U.S., we have delivered over 80 million rides to over 2 million users which inform our algorithm and service design approach.

Further, we know that creating a great service is a continuous process, and we are committed to ensuring that DCTA's service continues to meet the needs of customers in the long run. **Should we be selected for this partnership, we would be excited to work with DCTA on redesigning its network and iterating to ensure long term success.**



This figure shows Via's localized simulation system in one of DCTA key service areas, Lewisville. The blue and yellow dots represent simulated ride requests and trip arrivals; the graphs on the left show anticipated performance (e.g., average trip duration).

Methodology

Via has a proven transport planning methodology. In order to assess DCTA's service goals and potential performance, we have taken several key steps:

- **Phase 1: Goal understanding**

Our team read all materials provided by DCTA in the original solicitation, attended multiple DCTA board meetings, and reviewed Accenture's service analysis to better understand DCTA's service goals. Lastly, we have thoroughly reviewed the latest procurement guidelines submitted by the DCTA team.

- **Phase 2: Demand prediction**

In order to properly assess rider demand and usage of DCTA's service, we considered multiple variables:

External elements, such as:

1. Travel patterns and use cases
2. Existing transit network and alternative modes of travel
3. Demographics (e.g., age, income, access to vehicles, population density)
4. Pedestrian infrastructure, parking availability, and congestion levels

Existing DCTA and public data sources, such as:

1. Ridership by route from July 2019 to July 2020
2. Impact of COVID-19 on ridership
3. Total passengers and costs per entity in 2019
4. Relevant operating costs from NTD 2019 Agency Profile

- **Phase 3: Set up the simulation environment**

For each simulation, our team followed these steps:

1. ***Set up the service zones*** by defining the geographic boundaries of the microtransit service areas. The origins and destinations of all trips were limited to the cities of Denton, Highland Village, and Lewisville. We started by ensuring that these areas encompassed at least a 0.25 mile radius from the existing fixed route lines to maintain existing ridership. Further, we expanded these to include several key ridership opportunities we found by analyzing demographic data, which added several areas that are not currently served well by fixed route service.
2. ***Generate underlying road map and speeds*** by pulling data within the service zone. Data includes all roads categorized by type, turn restrictions, walkability, and speed, using internal and external resources such as Google Maps API. This data ensures that wait times and trip durations of the simulated service reflect real traffic data at the time of day for which service is being modeled.
3. ***Set "terminals"***, which are designated waiting areas for vehicles that do not have active ride assignments. Terminals are safe parking spots throughout the service zone where the system has predicted demand. This ensures that each vehicle is used efficiently and riders will benefit from the shortest possible wait times.
4. ***Generate "virtual bus stops"***, which are safe places for rider pickups and drop-offs.

We generate thousands of virtual bus stops throughout a service zone at locations where vehicles can safely stop, taking into account unique zone features, such as the pedestrian walking map and no parking/standing areas. To optimize for efficiency, Via's algorithm picks up and drops off riders at their nearest virtual bus stop. This allows vehicles to travel more efficient routes and minimizes detours for other riders on board. For DCTA's service, we generated thousands of virtual bus stops across the service area to ensure relatively short walks.

5. ***Set algorithmic parameters.*** We used the service design guidelines provided by DCTA as baseline inputs for all simulations, for a service ensuring an exceptional rider experience. We also took into account our experience in delivering exceptional service quality in our 175+ deployments globally
 - Average wait time of 10-15 minutes, and maximum wait time of 30 minutes
 - Maximum walking distance of 0.25 miles and average walking distance of up to ~150 meters to the virtual bus stop for the general population
 - Door-to-door service for riders with limited mobility
 - Limited detours to provide an acceptable alternative to driving a personal vehicle

- **Phase 4: Run simulations on multiple demand scenarios and fleet sizes**

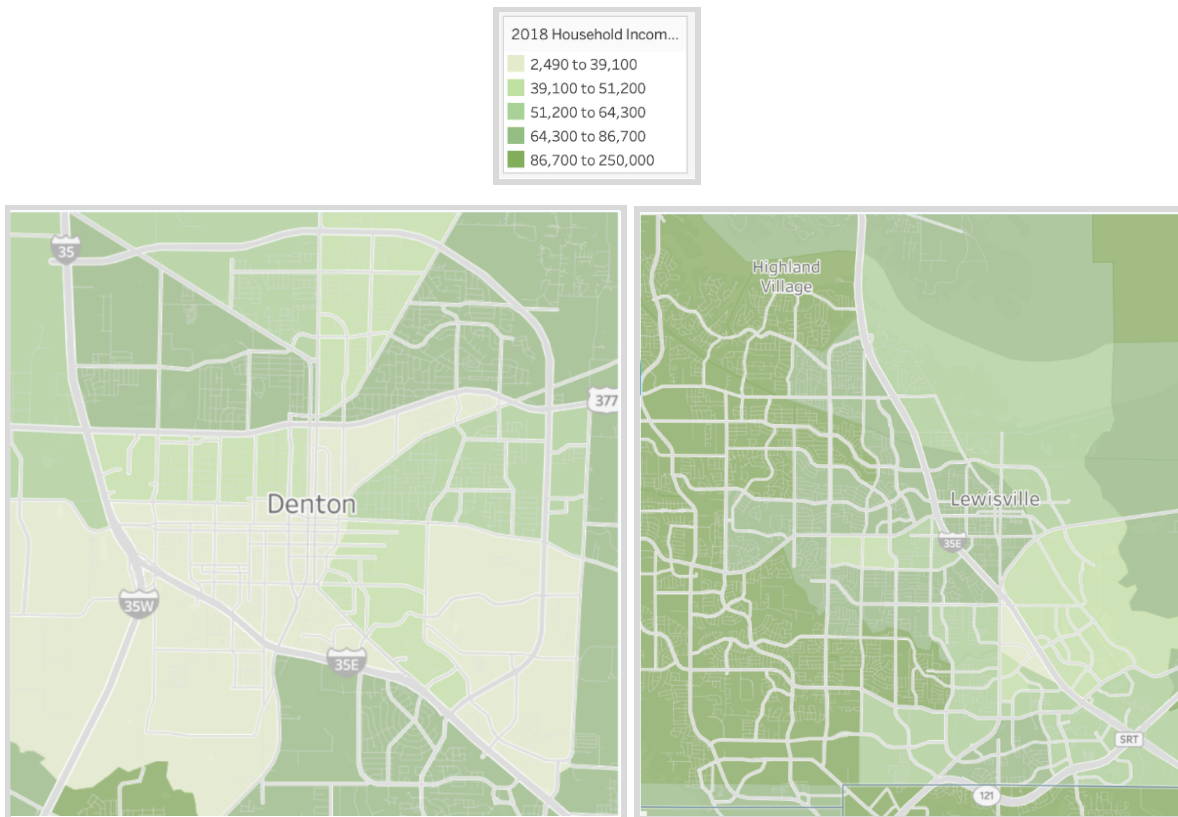
Via's patented software creates a virtual simulation of on-demand microtransit services, clarifying complex trade-offs between quality of service and efficiency. Our team used this proprietary simulation tool to model a series of possible scenarios and outcomes for the service, and identify the most optimal outcomes.

Recommendations

Key Service Characteristics

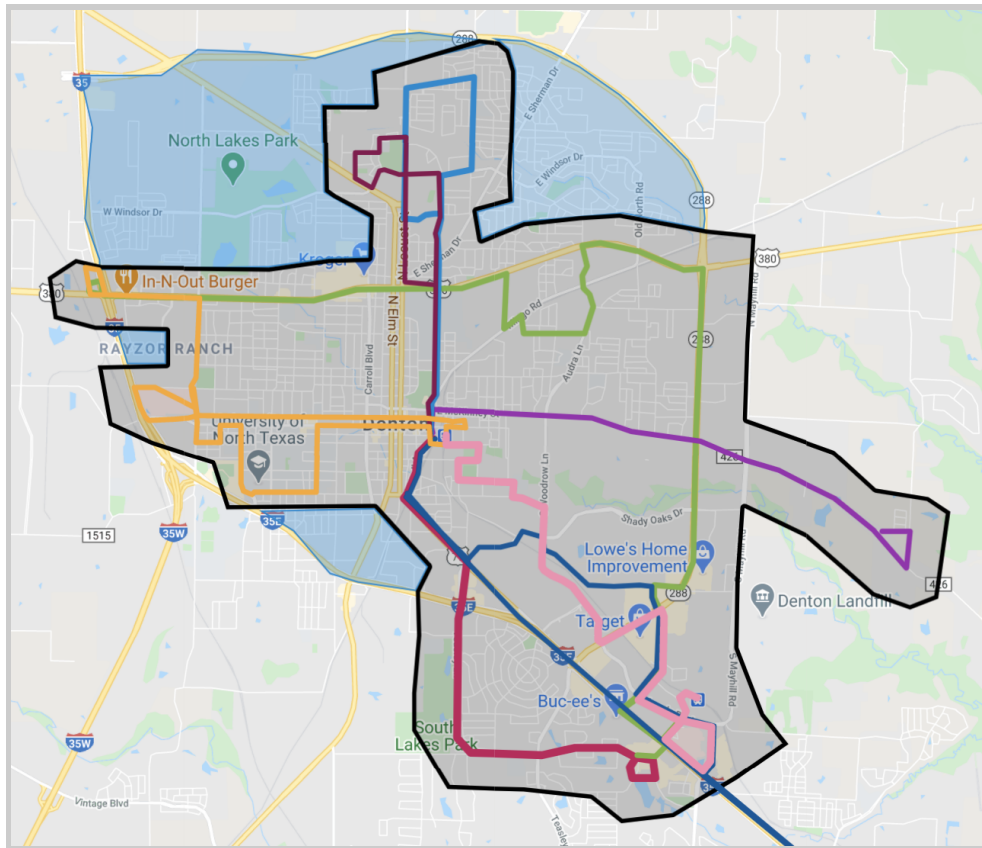
Via proposes a microtransit service area covering the cities of Denton, Highland Village, and Lewisville targeted primarily at replacing Routes 1, 2, 4, 5, 6, 8, 21, 22 and 64. The service will also aim to absorb ridership from Routes 3 and 7 in off-peak hours. In peak hours, Routes 3 and 7 will continue to run simultaneously with the new demand-response service for a specific period of time outlined in the following section on the A/B test proposal. To finalize the service zone, Via took into account Census data as well as local "points of interest" and the current fixed route system.

Below, please find example demographic data that Via has reviewed to understand potential ridership based on population density and household income from the 2018 Census.

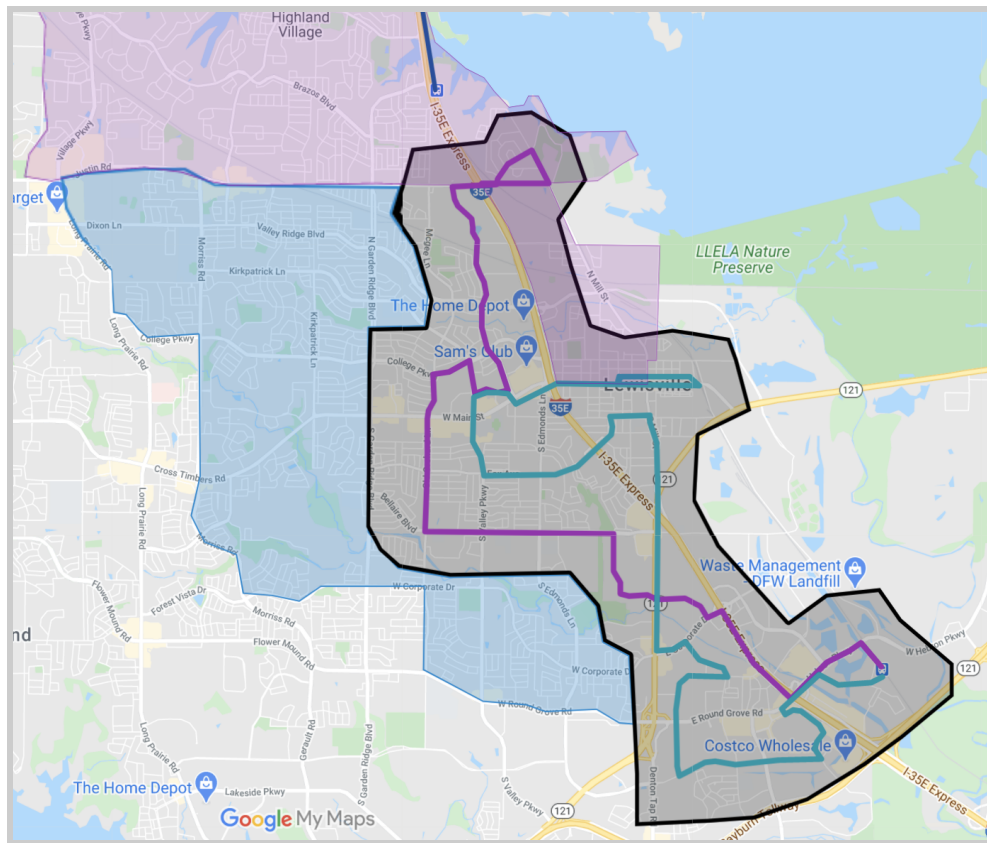


Our team identified additional census tracts that would be beneficial to include in the new DCTA transit system: tracts with high population density; tracts with relatively low-to-medium income; areas with close proximity to the existing fixed route system; and areas in the community we deemed likely to be “points of interest” (such as Rayzor Ranch shopping area, North Lakes Park, and the Denton Children’s Museum). Additionally, to ensure a new microtransit service sufficiently served existing fixed-route riders, our team visualized a 0.25 mile radius around discontinued routes. Below, please find the existing fixed route system highlighted in **grey**, the existing demand-response service in Highland Valley in **purple**; and high-potential census tracts in **blue**.

Denton Zone

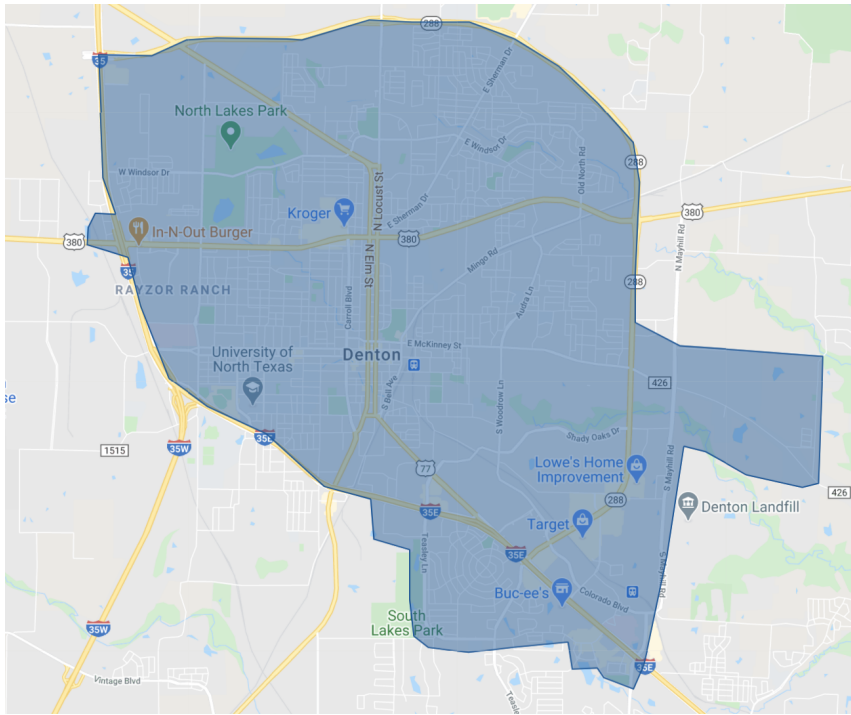


Lewisville / Highland Village Zone



Based on all of the inputs above, Via recommends the following **service zones**. These zones encompass the most densely populated communities, include all areas which will be immediately impacted by the discontinuation of bus routes, and increase accessibility across the County. Via is highly open to feedback from DCTA, and looks forward to refine these boundaries in the near term and in the longer term, as service grows post-COVID and the County may consider expanding service towards the City Limits.

Zone snapshot: Central Denton



Key Points of Interest:

- Downtown Transit Center
- Key government services, such as two USPS locations, the County Courthouse, and Denton County Veteran Center
- North Lakes Park and Recreation Center
- Rayzor Ranch Shopping Area and Golden Triangle Mall Area
- Texas Health Presbyterian Hospital
- Multiple grocery store locations such as Albertsons and Kroger

Analysis:

- We expect the Denton zone to generate the **highest demand**, in the southern half of the zone. Additionally, we predict overall demand will grow as new riders and use cases in the northern half of the zone, where current fixed routes are less dense, adopt the service.
- This zone is also optimized for **connectivity**, encompassing the local A-train station and offering service to the North Park and Ride.
- This zone **overlays all discontinued fixed routes** as well as routes 3 and 7 for the purposes of the Transit Mode Experiment outlined before.

Total Population:

~140,000

Median Household Income:

~\$60,100

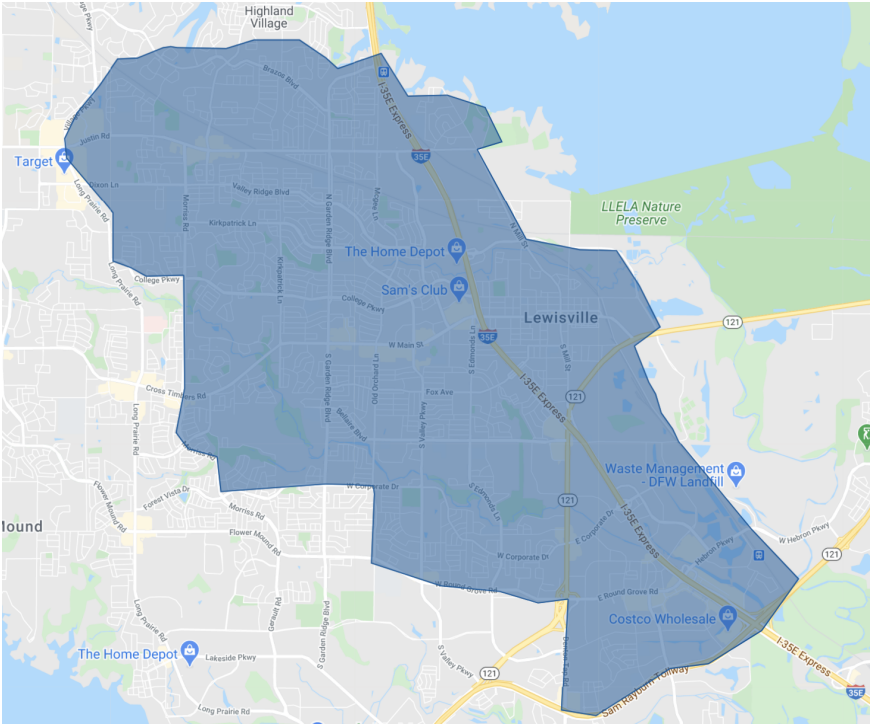
2019 Denton Connect Passengers:

431,781

Total Service Area:

25.4 sq mi

Zone snapshot: Highland Village and Lewisville



Key Points of Interest:

- Three A-Train stations
- Commercial areas such as the Main St corridor
- Highland Village shopping district
- Medical Center Lewisville
- Music City Mall
- Government services such as USPS locations
- North Central Texas College (South Campus)

Analysis:

- This zone includes **multiple trains stations** along the I-35, allowing Lewisville residents to easily access Denton, the DART Green Line, and neighboring communities through the A-Train.
- The Lewisville and Highland Village area offer residents across the zone access to downtown Lewisville, large shopping areas, and A-train stations, all of which we expect to **drive demand**.
- This zone is **notably less dense than the central Denton zone**, and because fixed-route bus ridership is historically lower, we expect this zone to have slightly lower utilization than the central Denton zone.

Total Population:

~109,200

Median Household Income:

~\$64,500

2019 Lewisville Connect
Passengers:

122,456

Total Service Area:

27.0 sq mi

Multi-Modal Connections and Proposed Service Hours

To ensure users take full advantage of **existing public transportation connectivity** and to make the microtransit service available at all times to those who need it, we recommend restricting users to book their origin and destination within a single zone (Lewisville/Highland or Denton). Via proposes utilizing the multimodal capability of the GoPass Rider App to guide users to the A-train between Lewisville and Denton

when requested, so as not to cannibalize A-train ridership and to preserve supply for trips within the zone that couldn't otherwise be served.

As a baseline for **hours of operation**, Via's microtransit service will run Monday - Saturday. Service on Sunday and on holidays (reduced hours) is also an option: we have priced these additions out separately for DCTA's consideration. Via's suggested hours of daily operation are consistent with DCTA's recommendations, as published in the latest MaaS Procurement Update. Importantly, these hours provide coverage for most of the bus routes that will be discontinued.

- Monday - Thursday from 6 a.m. to 10 p.m.
- Friday from 6 a.m. to 11 p.m.
- Saturday from 8 a.m. to 8 p.m.
- Sunday from 8 a.m. to 6 p.m. (priced separately)

Fleet Composition

With regards to the vehicles in operation, we recommend a **mixed fleet**. The majority of this fleet will be dedicated and composed of new, branded vehicles (as referenced in our [Flexible Fleet Model](#) section) and DCTA's nine available cutaways. We also anticipate leveraging some non-dedicated TNC vehicles in times of high demand and/or to service particular trips - we estimate that to achieve a high level of efficiency, a non-dedicated fleet would serve 10-15% of total service rides.

To serve riders with wheelchairs, we anticipate that the 9 available DCTA cutaway vehicles would provide a sufficient number of wheelchair-accessible vehicles to provide equivalent quality of service throughout the proposed zones. If not, Via would source additional branded wheelchair accessible vehicles to supplement the cutaway fleet. Ultimately, we aim for the fleet to be both accessible -- providing consistent quality of service to those with limited mobility -- as well as branded and consistent with DCTA's public image.

Service Standards and Simulation Results

After thoroughly reviewing and analyzing the data sources provided by DCTA and running simulations on Via's proprietary transit simulation tool, we believe that a microtransit service in the three proposed cities — Denton, Highland Village, and Lewisville— has the potential to achieve **higher efficiency and better rider experience** than the fixed route services it is replacing. Additionally, Via's state-of-the-art routing and ride matching algorithms would **make the service highly scalable, easily absorbing additional ride demand over time without increasing operating costs proportionately**.

Our projections for demand, necessary supply, and efficiency consider the following:

1. Comparable Via powered microtransit services
2. DCTA Bus route ridership data provided before and after the COVID-19 pandemic
3. Expected DCTA ridership increase as the impact of the COVID-19 pandemic lessens over time
4. Expected ridership increase driven by improved connectivity across Denton County and improved quality of service compared to the previous fixed-route schedule and lines

Below, we provide key results from our simulations in each of the two proposed zones, for two years:

Via Simulation Results - Year One Summary					
Zone	Average daily ridership	Avg. wait time (mins)	Passengers per vehicle hour	# of vans	Area (square miles)
Denton	1,100	12 - 14	3 - 5	20	25
Highland Village / Lewisville	280	11 - 13	3 - 4	5	27

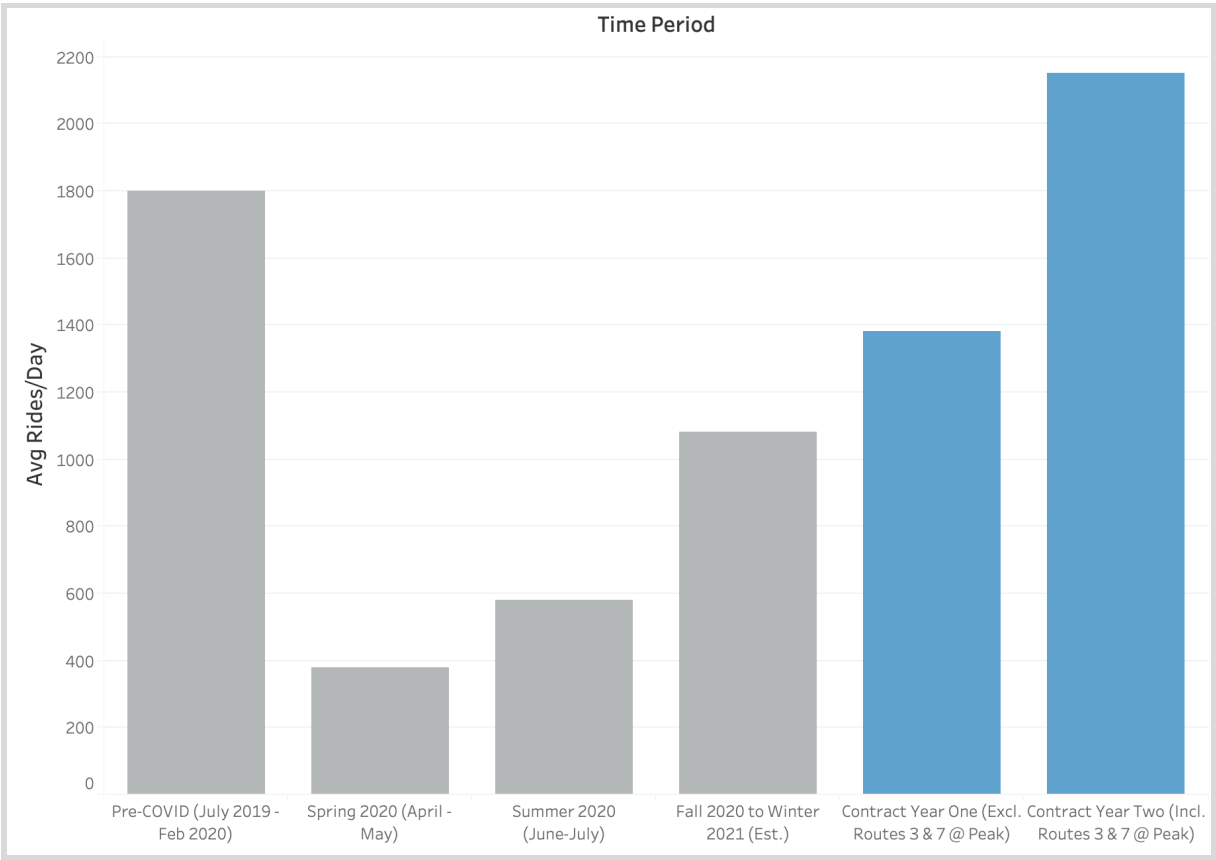
Via Simulation Results - Year Two Summary					
Zone	Average daily ridership	Avg. wait time (mins)	Passengers per vehicle hour	# of vans	Area (square miles)
Denton	1,700	13 - 15	4 - 6	25	25
Highland Village / Lewisville	450	12 - 14	4 - 6	7	27

In both projections, **quality of service is significantly improved from the previous fixed-route bus service.** Based on our experience with similar, public transit deployments, we know 10-15 minute average wait time is a “sweet spot” of operational efficiency and quality of service for public microtransit. Data from across Via’s deployments, including the large-scale services comparable to DCTA’s proposed microtransit network, further suggests that riders tend to accept trip proposals at similar rates until wait times rise above 20 minutes, so maintaining wait times consistently below this level is best for optimizing the rider experience. In our simulation of a peak demand hour in the Highland Village / Lewisville service zone suggested that over 60% of riders would wait 10 minutes or less, a significant improvement from the current thirty to sixty minute headways.

With an increased quality of service, we also expect an increase in rider demand for the service. When also employing all marketing tools and operational expertise available at Via’s disposal, we believe this service can **grow DCTA’s public transit ridership to levels above pre-COVID fixed route ridership.** In our experience, we have consistently seen that on-demand services replacing fixed route bus services are able to drive higher ridership through increased convenience, on-demand service, and reduced trip times.

Additionally, higher ridership is a key driver of the overall efficiency of DCTA’s on-demand service. **Larger scale services operate at higher levels of utilization** (measured in rides per vehicle hour). Increased demand creates more opportunity for aggregation and shared rides, and allows DCTA to take full advantage

of the capabilities of Via’s algorithms, which enable route adaptability and support very high levels of efficiency at scale. See below for estimated ridership levels in our simulations.



*This graph visualizes average daily ridership trends for DCTA. The bars in **grey** show ridership of the current DCTA fixed route service lines and the bars in **blue** show estimated ridership for the planned on-demand service in Via’s simulations. Our simulations project meaningful ridership growth in the first and second year of a potential Via-powered microtransit service.*

Via has significant experience running large scale and fast growing on-demand service. Below, we list comparably-sized deployments to the scale we project for DCTA’s service (each unique in terms of fleet size, area, and ridership). We hope to demonstrate that our goals for DCTA’s ridership growth are grounded in concrete experience in existing, similar deployments. As you will see, these **larger scale on-demand deployments frequently reach utilization levels comparable to those we estimate for DCTA’s service.**

DCTA Simulated Service vs. Comparable Via Deployments			
Deployment	Avg. weekly ridership	Avg. wait time (mins)	Passengers per vehicle hour
Wilson, NC	1,800	12	4.0
West Sacramento, CA	2,200	11	3.3
Arlington, TX	3,100	15	3.0
Jersey City, NJ	5,500	16	4.2
Dubai (UAE)	7,400	13	5.2
DCTA (Via simulation)	8,000-13,000	11-15	4-6
Doha (Qatar)	28,000	7	6.5

Testing Service Efficacy on DCTA Routes 3 and 7

To minimize service disruption for riders on key routes such as 3 and 7, Via supports DCTA's proposed solution to run these routes within the new demand response service as an A/B test. The opportunity to run these services simultaneously introduces multiple benefits, which we would seek to address and quantify in our proposed experiment. The following goals have influenced the design of our A/B test:

- Minimize service disruptions for populations that rely on Routes 3 and 7, particularly considering the essential services and use cases these routes enable
- Quantify and compare operating costs between existing routes 3 and 7 and Via's microtransit service
- Understand user behavior and preferences when riders are given both options

Experiment Structure

During the A/B test, we propose that the new microtransit service will run on top of the existing Denton Connect Routes 3 and 7. Based on previous experience, we expect the new on-demand service to need at least 6 months to generate sufficient awareness and ridership to be able to compare sufficiently to the fixed-route. We recognize the benefit of acting quickly to take advantage of any potential cost savings for DCTA, so we propose that the experiment last approximately six months, and no longer than a full year. In this time period, we expect to collect enough data and have a holistic understanding of productivity and user behavior.

We believe there are a number of important KPIs to measure during the experiment period:

- Utilization (defined as passengers per vehicle hour)
- Cost per ride
- Percent of trips taken on the microtransit service that could've been served by Routes 3 or 7

- Ride acceptance rate (in the microtransit service, the percent of ride proposals that are accepted by riders out of total proposals given)
- Rider surveys (conducted both in-person at bus stops and online)

Via looks forward to collaborating on this experiment and surfacing the best long-term decision for DCTA. Once a data-driven decision has been made, we anticipate it will be useful to employ a combination of the following Via resources at DCTA's disposal to ensure a successful transition to the chosen service mode:

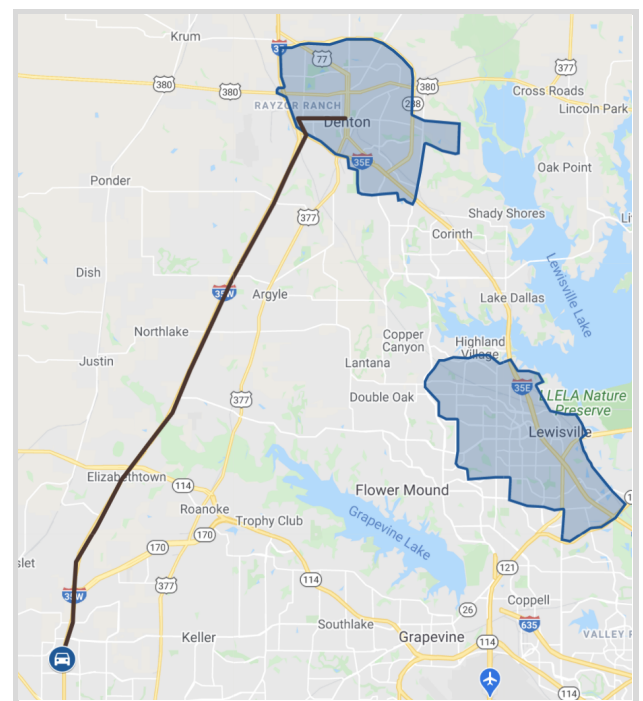
- **Community engagement expertise:** if Routes 3 and 7 were discontinued, Via would be happy to deploy its community engagement experts, working directly with local stakeholders to communicate changes and consider local needs during the transition.
- **Marketing expertise:** regardless of which service DCTA ultimately makes permanent, Via expects to leverage its experience marketing and communicating updates to the service.
- **Multimodal booking:** through Via's technology (and the GoPass rider app), we can integrate fixed-route schedules and include them in proposed booking options, such that riders can view both transit modes in one app. Through logic we could refine in partnership with DCTA and based on the experiment results, we could also guide riders to one mode or another based on their unique trip characteristics.

Serving Route 64, A-Train riders, and Trinity Mills

Via understands the importance of both ensuring that Denton County residents can easily travel across the County and connecting residents to opportunities outside of the County. We believe Via's multimodal capabilities, which bring additional routes and transit mode schedules into one app (in this case, the GoPass app), directly address these opportunities.

North Texas Xpress (Route 64) to the North Park and Ride

Route 64 connects Denton residents to neighboring cities like Fort Worth and surrounding suburbs. We expect the route is important for commuters and students alike, using the route to reach employment and education centers. The route is quite long, reaching over 20 miles outside of central Denton. Thus, it can be costly to serve, especially when ridership is low. Because of the use case and the distance, we recommend offering a prescheduled ride option within the Via microtransit service for rides to and from the North Park and Ride. Via's technology allows for seamless operation of both on-demand and prescheduled rides.



Riders who wish to travel between the North Park & Ride and Denton **will have the option to book their rides up to one week in advance of their desired trip.** Pre-booking will have the following characteristics in this context:

- Booking in advance increases the likelihood that Via's algorithm will be able to pool rides together, combining riders going in the same direction at similar times in order to increase overall system efficiency and utilize fewer total vehicles. Via's system will also take into account the relevant bus schedule leaving from the Park & Ride towards Fort Worth, so that riders can book according to a specific connecting departure time.
- Riders will receive lower wait times than the current Route 64 schedule (1.5 hour headways).
- One key operational benefit of using demand response to service this route compared to the existing fixed route option is that vehicles will not be routed the 20+ mile distance if it is unnecessary and no passengers book. Using microtransit, these rides will be served with the same fleet as the general on-demand service.

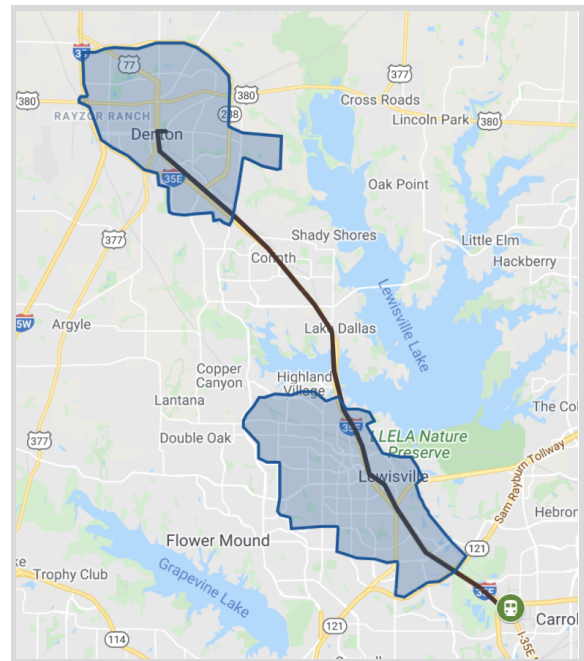
Sunday A-Train Replacement

As mentioned above, on weekdays, riders would be guided to A-train service during days in which the A-train is running. The A train schedule would appear in the rider's GoPass app when attempting to book a trip between the Denton zone and Highland Village/Lewisville zone. To serve travelers between Denton and Lewisville/Highland Village on Sundays, when the A-train is not running, **we recommend that Via's microtransit fleet service these trips.** Because we anticipate overall Sunday demand to be lower, absorbing this additional demand is not expected to require additional fleet capacity. Note that this Sunday service is priced separately in our pricing proposal, as requested.

Service to/from Trinity Mills Station

To connect Denton County to the DART Green Line, Via has scoped the service required to serve rides to and from the Trinity Mills station, taking into consideration the DART schedule and distance from the proposed service zones.

We propose extending service hours in the evening to meet this demand using the same fleet as the microtransit service. Because this direct service would be a new offering from DCTA, we expect ridership to be low initially and grow steadily, particularly as the impact of COVID-19 weakens and users in Denton County become familiar with the new microtransit service and the ability to book multimodal connections to the Green Line. Note that extended service hours in the evenings to service Trinity Mills station are priced separately in our pricing proposal, as requested by DCTA.



Paratransit and Additional Demand Response Services

In addition to improving service for fixed-route users, Via recognizes the opportunity to improve quality of service and decrease operational costs for DCTA's paratransit and non-ADA compliant demand response services. We have taken a preliminary look at DCTA's existing demand response ridership data (across Denton, Lewisville, and Highland Village) and run simulations to understand fleet needs and potential service parameters. Based on these outputs, as well as referencing existing Via-powered paratransit services, we are confident that an efficient, effective paratransit service could eventually be combined into the planned microtransit service. We would be happy to provide a more detailed proposal for such a service.

In our initial analysis, we believe combining DCTA's paratransit service into the planned microtransit service would have several important service characteristics:

- DCTA would be able to set custom parameters for a paratransit service, such as providing door-to-door service for riders with limited mobility.
- This service could be managed through the same back-end and operating systems as the broader microtransit service, unifying operations, support, and rider experience.
- We believe existing demand could be served by a fleet of 8-10 vehicles, though look forward to further analysis and conversation with DCTA about its current ridership and needs.
- Launching a paratransit service and absorbing existing demand-response ridership would be an excellent "second phase", after successfully launching the proposed microtransit service to replace the discontinued fixed routes.

We have included preliminary pricing details for this opportunity in our [Pricing Proposal](#).

Title VI

General Accessibility

We have taken special care to ensure that Via-powered services are accessible to everyone, including riders with disabilities and riders without smartphones or credit cards. We are committed to working with these and other communities served by DCTA to understand and accommodate all transit needs in the area. Our current accessibility solutions are described below:

- **For customers with limited mobility**

The Via System can remember a rider's need for a wheelchair-accessible vehicle (WAV), and ensure that a WAV request is the default for future bookings. When a new ride request is received,, the system will only assign riders to vehicles with an available wheelchair position.

- **For customers without smartphones**

We offer phone-based booking for riders without access to the GoPass Rider App through a smartphone. Using our back-end tools, administrators can easily book on-demand rides on behalf of customers who phone in.

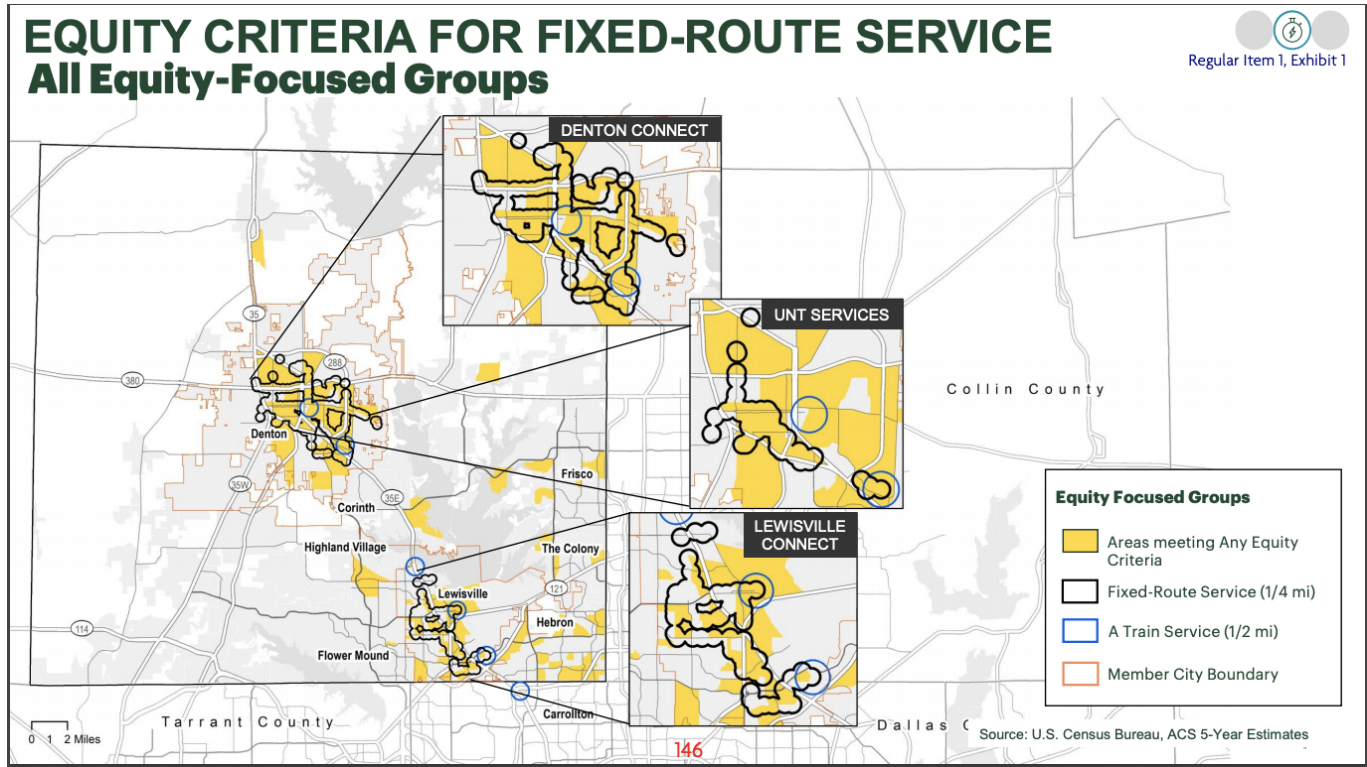
- **For customers without credit cards**

We offer a number of solutions for riders without credit cards. Our preferred method is to offer in-app vouchers that can be purchased in-person in cash -- at transit stations or other key locations -- or with a prepaid cash card. In some services, we accept cash on board our vehicles, and would be happy to discuss this option further with DCTA.

Equitable Service

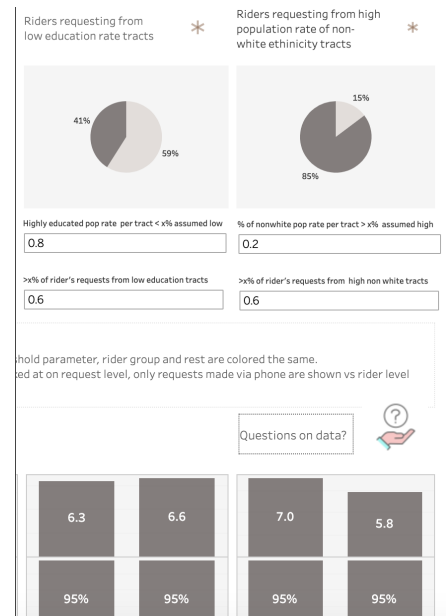
By Geography

As a part of its analysis, Accenture identified areas of focus within the DCTA service zone that are critical to providing equitable service. Weighing factors like residents of color, households below the poverty line, residents with disabilities, and zero-car households, Accenture created an additive "equity" metric and mapped these areas of focus alongside existing transit, which we have incorporated into our analysis and service recommendations.

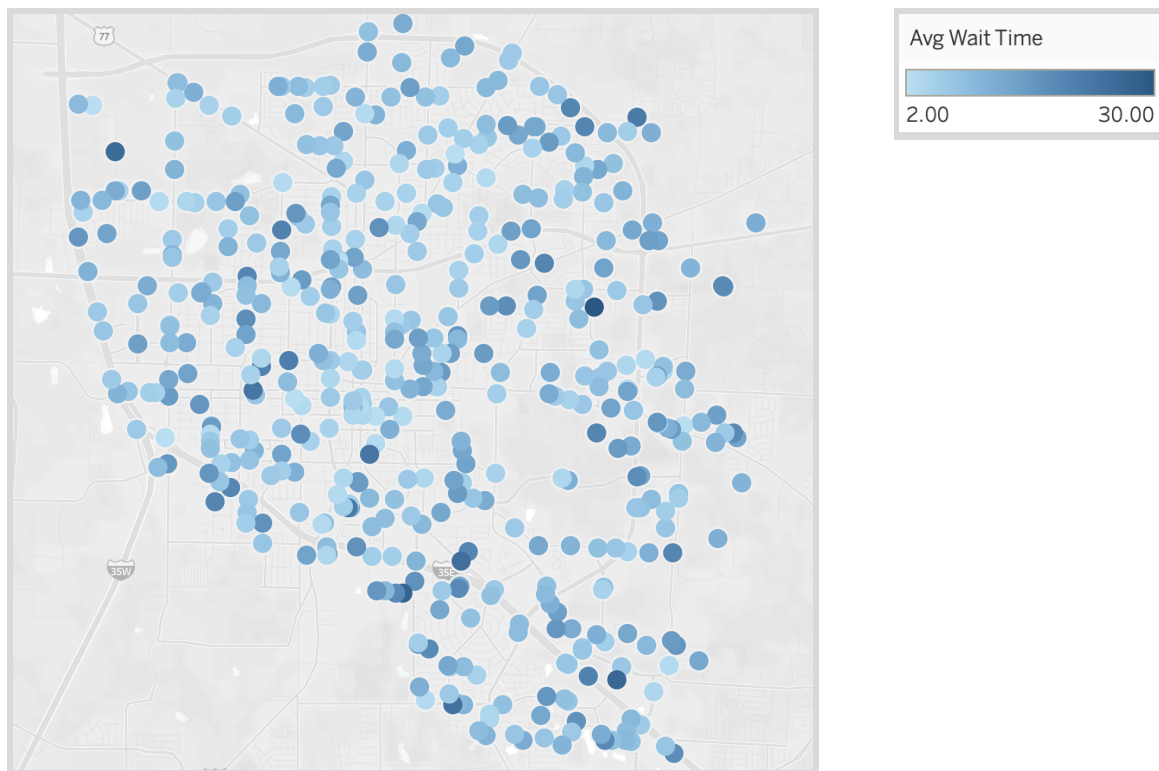


Via's proposed service zones, as described in detail in the [Service Design](#) section, covers all identified transit-adjacent focus areas to include high priority equity areas. Additionally, we have several measures in place designed to ensure equal access to service from launch onward. Examples of these are as follows:

- Automated trip assignment** for drivers in the core, DCTA-branded fleet. In the majority of Via's public microtransit deployments, drivers are required to "accept" all trips as a condition of receiving hourly payment and regular shift assignments. This practice ensures that drivers provide equal service to all areas within the zone and are not selectively servicing some geographies.
- Ongoing geographic analysis.** We track differences in wait time, rides completed, no-shows, and ride ratings across trips originating in lower-income areas, lower-education areas, and areas with larger proportions of non-white populations (*report shown above right*)
- Terminal and incentive adjustments** to correct any problems identified during data analysis. Via can adjust the "terminals" where drivers are assigned to wait in between passengers to balance wait times between geographic areas.



When modeling DCTA's proposed service, we found **no appreciable difference** in either wait times nor percentage of rides completed between the areas identified in the Accenture report and the remainder of the service zone. Below, we visualized wait times distributed across central Denton. Notably, short and long wait times are evenly distributed across the area.



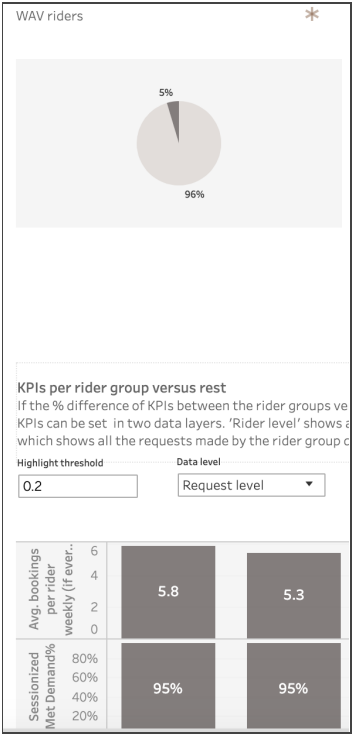
By Demographic

Via can also track equity of service across different rider cohorts:

- Riders requiring WAVs compared to riders who are ambulatory
- Riders booking by phone compared to riders booking by app
- Riders without bank accounts compared to riders who pay by credit card

Within our reporting capabilities, we can track equity by these measures across all of our services, providing insight into equity trends and informing service updates (*shown right*). If, for example, the proportion of “met demand,” as shown in the report, were significantly lower for riders requiring a WAV, we would know that we need to add WAV seats to our fleet.

In our preliminary simulations, we also analyzed data for any difference in service levels for riders requesting wheelchair accessible vehicles. Though riders with wheelchairs will not be asked to walk to a virtual bus stop, we understand the importance of providing equivalent wait times compared to other riders. In our simulation outputs, we again found no appreciable difference in wait times between these two user groups.



FTA Compliance

As a long-term provider of public microtransit services, Via has significant experience implementing services that abide by FTA Shared Mobility Guidelines and comply with funding and reporting requirements. Via services that have received FTA funding -- many through competitive programs like Job Access Reverse Commute (JARC), Mobility on Demand (MOD) Sandbox, Integrated Mobility Innovation (IMI), and Accelerating Innovative Mobility (AIM) -- include:

- **Arlington On-Demand**, with the City of Arlington in Texas
- **BFT Connect**, with Ben Franklin Transit (BFT) in the Tri-Cities region (Richland, Kennewick, and Pasco) of Washington State
- **RIDE**, with the City of Wilson in North Carolina
- **Via Los Angeles**, with Los Angeles Metro (LA Metro) in Los Angeles, California
- **Via to Transit**, with King County Metro (KCM) in Seattle, Washington
- **Via WRTA**, with the Worcester Regional Transit Authority (WRTA) in Worcester, Massachusetts
- **West Sacramento On-Demand**, with the City of West Sacramento in California
- **ZipZone**, with Trinity Metro in Fort Worth, Texas

For our services receiving FTA funding, we offer a push-button NTD Reporting Suite, which generates a full package of all required data fields partners will need to report to the FTA, updated each month. Moreover, our Data Science teams have worked directly with NTD representatives to refine our definitions, and this team will be available to support DCTA in the case of an NTD bi-annual review or audit. Our NTD Reporting Suite includes data for reports such as the annual Service Report (S-10), with fields for:

- Days of operation
- Unlinked passenger trips (UPT), including ADA unlinked passenger trips
- Passenger miles traveled (PMT)
- Vehicles operated in maximum service (VOMS)
- Actual vehicle miles
- Actual vehicle revenue miles (VRM)
- Actual vehicle hours
- Actual vehicle revenue hours (VRH)

In addition to complete service reports, our Reporting Suite tracks data for individual line items in larger reports, including financial reporting metrics such as total passenger fares, full time operator Count, full time operator hours. The Push-button suite can be configured for any other regulatory reporting needs, such as State DOT or local foundation requirements.

Below, please see a sample Reporting Suite interface from one of our services, showing the annual S-10 report, along with the monthly MR-20 Ridership Activity Report.

NTD Annual Report (2019) (S-10)								Select Year 2019
Category	Metric	Total	Average Weekday	Average Saturday	Average Sunday	Total Weekday	Total Saturday	Total Sunday
Service Operated (Days)	Days Operated	312	-	-	-	264	48	0
Services Consumed	Unlinked Passenger Trips (UPT)	14,496	53	10	0	14,016	480	0
	ADA Unlinked Passenger Trips (UPT)	14,496	53	10	0	14,016	480	0
	Passenger Miles Traveled (PMT)	94,680	347	65	0	91,572	3,108	0
Services Supplied	Vehicles Operated in Maximum Service (VOMS)	10	10	10	0	10	10	0
	Total Actual Vehicle Miles	155,076	565	124	0	149,124	5,952	0
	Total Actual Vehicle Revenue Miles (VRM)	123,936	451	104	0	118,956	4,992	0
	Total Actual Vehicle Hours	11,006.4	40	10	0	10,540	467	0
	Total Actual Vehicle Revenue Hours (VRH)	8,451.6	31	8	0	8,074	378	0

NTD Monthly Report (September 2019) (MR-20)		Select Month September 2019
Metric	Total	
Total Actual Vehicle Revenue Hours (VRH)	704.3	›
Total Actual Vehicle Revenue Miles (VRM)	10,328	›
Unlinked Passenger Trips (UPT)	1,208	›
Vehicles operated in maximum service (VOMS)	10	›

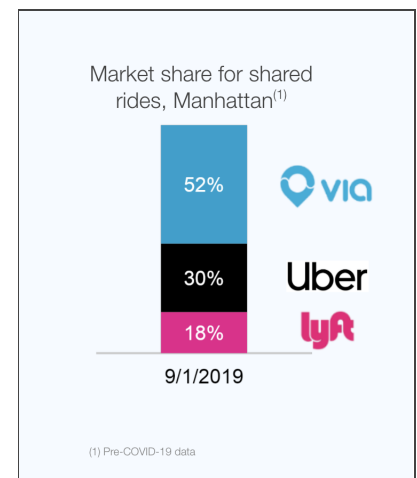
Of course, Via's Partner Success Manager and our Data Science Team will work with DCTA to configure our Reporting Suite for the deployment, ensuring that DCTA collects all the necessary information on a monthly and annual basis. Once set up, DCTA can receive these reports directly in their inbox in order to quickly provide this information directly to the FTA, transforming a process that can take hours to complete into a few minutes.

In the following sections, please find details of Via's compliance with each category of the FTA Shared Mobility Guidelines.

Shared Rides

In our public transit deployments, neither drivers nor passengers have the discretion to designate a ride as "private," ensuring ongoing compliance with the FTA's definition of "shared" rather than "exclusive" rides.

Via's public microtransit services run on technology that has been optimized for sharing since the launch of our very first service in New York City in 2013. Via's efficient shared rides predate the "pooling" options offered by Uber and Lyft, while our innovative and patented Virtual Bus Stop (VBS) technology -- directing passengers and drivers to meet each other at convenient corners rather than exact addresses -- was later emulated by both ride-hailing companies and a bevy of newer microtransit software providers. Still, Via has



maintained the dominant market share for shared rides in Manhattan prior to COVID-19, reflecting the convenience of our service and superiority of our algorithm.

ADA Accessibility

As described in the **Equivalent Service** section above, Via has experience determining the proportion of accessible vehicles required to deliver equivalent service to riders with disabilities. With at least a 25% accessible fleet, we anticipate that wait times will be consistent between riders requiring WAVs and general riders.

Drug and Alcohol Testing

We are experts at brokering trips to vetted and qualified independent contractor driver partners. As a part of launch, we run extensive local recruitment campaigns outlining our expectations that drivers be courteous, complete all assigned trips, arrive on time to planned shifts, be properly certified to drive, pass a criminal background check, and understand the service zone and the Via Driver App.

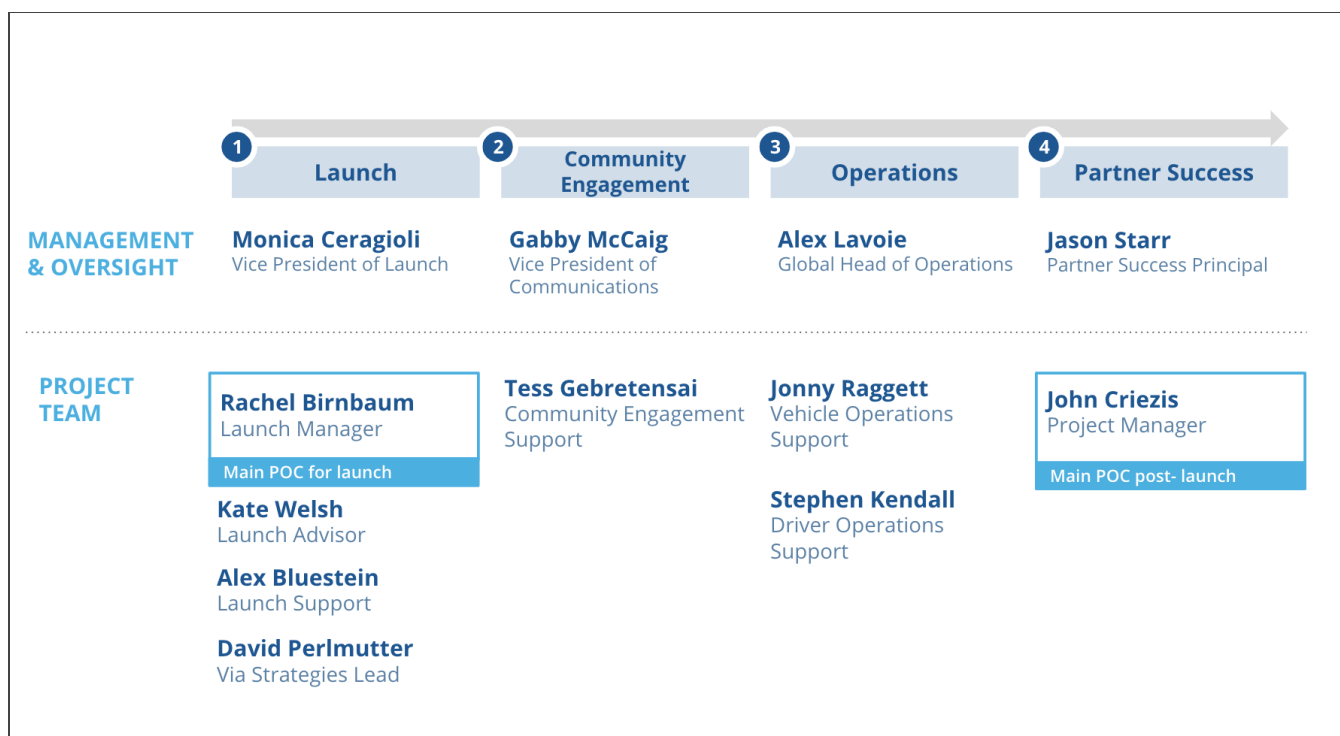
For DCTA, we will source drivers who meet additional standards: drivers will have attended a defensive driving course, completed sensitivity training, and follow the drug and alcohol testing program required by the FTA. We routinely broker services which are required to meet standards like these -- particularly in our FTA-funded services in Arlington, Seattle, and Los Angeles -- and work with trusted background check and lab testing vendors to ensure compliance. We would be happy to provide additional information on our experience with or procedures for independent contractor driver partners upon request.

Transition and Launch Plan

Project Team

Via's DCTA team will include several of the most senior members of our Launch, Operations, and Partner Success teams. Together, they have played key roles in launching and optimizing Via services around the world. Our cross-functional DCTA team will have two layers — Oversight and Project — across four functions: launch, engineering, operations, and partner success.

Below, please find an example team organizational structure and a description of each role. In [Appendix A](#), we have included a list of qualifications and work experience of the above example Via project team.



Launch Philosophy and Approach

Via has considerable experience designing and launching new services, and can take a number of different approaches depending on the project at hand. For some projects -- such as the Sevenoaks deployment, described in the [Keys to Successful Service](#) section -- we have been able to launch within just two weeks of contract signing. For other projects, where iterative service design or product configuration is especially important, we have launched in phases over the course of several months.

For DCTA, we recommend a middle course: a **12-week launch period**, following a contracting process during which the high-level service scope and design is confirmed with DCTA and member city stakeholders (see “Launch Schedule,” below, for more details). Moreover, we suggest that DCTA’s fixed routes operate **in parallel** with our newly-launched on-demand service for a period of ~ 2 weeks, subject to discussion with DCTA. This overlap period provides unique rider engagement opportunities (described in “Launch Workstreams” below), ensuring that all fixed route riders, regardless of their access to technology, can be made aware of the upcoming service changes and informed how to use the new on-demand system.

Launch Workstreams

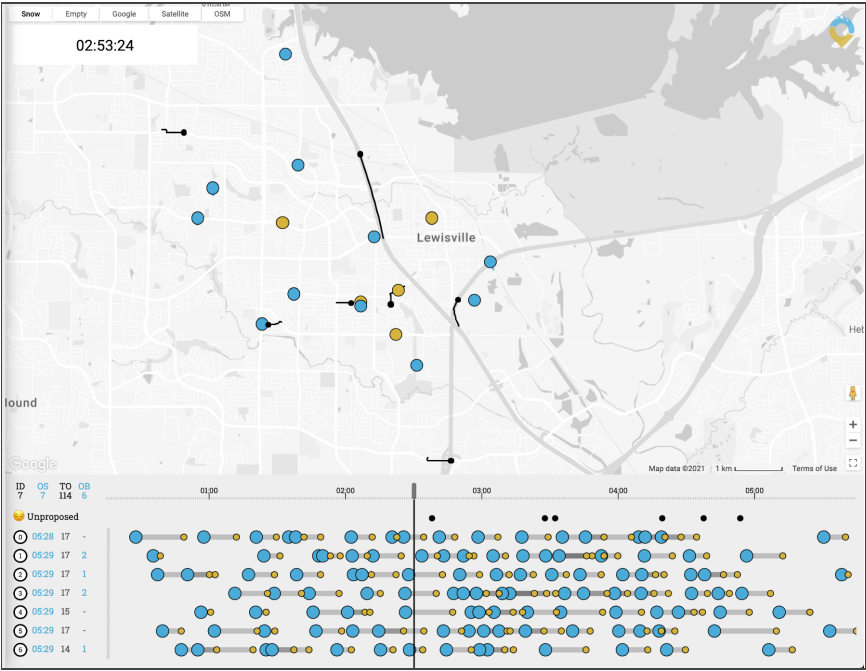
We communicate actively with partner stakeholders and teams throughout the launch process, with weekly progress meetings, specialized “workshops” for collaboration on specific project workstreams, and single points of contact for DCTA during both launch and ongoing operational phases of the project. To support our meeting schedule and stay on track with our partner’s teams, we typically use the “Monday Board” tool, which allows us to set “blocks” of tasks along with due dates and action items required. Below, find a sample Monday board -- from a project with a similar timeline to DCTA -- with service operations and testing and training “blocks” defined.

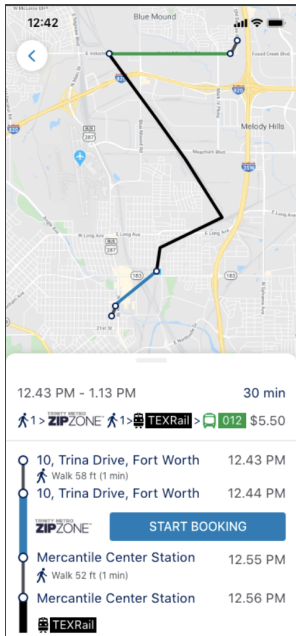
Service Operations		Status	Start Date	Due Date	Days Out Start	Days Out Due	Launch Date	Replace T...	
	Supply Planning Workshop	Not Started	May 4	May 8	-42	-38	Jun 15	Action Req.	
	Driver Devices + IT Requirements	Not Started	May 4	May 8	-42	-38	Jun 15	N/A	
	Terminals and Terminal Priorities	Not Started	May 11	May 15	-35	-31	Jun 15	Action Req.	
	Provide Van Image / Mockup	Not Started	May 25	Jun 3	-21	-17	Jun 15	N/A	
	Reporting	Not Started	May 25	May 29	-21	-17	Jun 15	N/A	
	Review Virtual Bus Stops	Not Started	Jun 8	Jun 12	-7	-3	Jun 15	N/A	

Testing and Training		Status	Start Date	Due Date	Days Out Start	Days Out Due	Launch Date	Replace T...	
	System Access: Drivers, Vehicles, and Operators	Not Started	May 25	May 29	-21	-17	Jun 15	Action Req.	
	Activate MetaConnect (VPN) accounts	Not Started	Jun 1	Jun 5	-14	-10	Jun 15	N/A	
	Set up Driver Device Phone Number / License Plate Locking (if required)	Not Started	Jun 1	Jun 5	-14	-10	Jun 15	N/A	
	Partner Field Test	Not Started	Jun 1	Jun 12	-14	-3	Jun 15	N/A	
	Review Training Materials	Not Started	Jun 1	Jun 12	-14	-3	Jun 15	N/A	

For this launch, we propose approaching tasks according to five main workstreams, each overseen by our proposed Launch Manager, Rachel Birnbaum, and coordinated with our proposed Project Manager, John Criezis, who will oversee the project as DCTA’s single point of contact during ongoing operations. Our main workstreams, and the team leaders responsible, are described below:

- **Service Design and Planning,** led by David Perlmutter from our Via Strategies team, in which Via, DCTA, and member cities align on a finalized service plan and oversee its translation into product configurations. David and members of our Expansion team will keep in close touch with DCTA staff during the public feedback process, refining the model proposed in our **Service Design** section and conducting additional simulations and scoping exercises (*shown right*) as needed to refine parameters during **Stage 1** of launch.





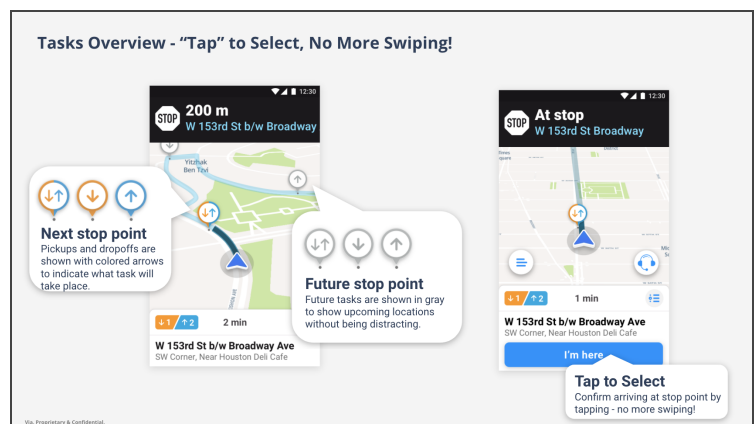
- Product Configuration and Testing**, led by Rachel Birnbaum and members of our Product team, during which we localize the Via platform to the Denton County region, utilizing a number of open-source and proprietary mapping technologies, and set the service parameters determined during the Service Design and Planning phase. We will also align with DCTA and Unwire on the functionalities to be included in the GoPass integration (*shown left with our deployment in Fort Worth*), and scope any additional integration work. Our Product team uses an Agile development methodology, testing functionalities in an iterative manner throughout the configuration process. Rachel will oversee virtual product testing, coordinate any desired changes, and then conduct live product testing with real drivers and riders in advance of the system “go-live” date.

- Vehicle Management**, led by Alex Blustein of the Expansion team, in which Alex and additional members of the Expansion team work with DCTA to finalize our vehicle plan, including fleet composition (vehicle size, proportion of WAVs in the fleet), branding, and cleaning and maintenance expectations. Alex will coordinate with our leasing partner and DCTA to locate a convenient storage lot for the fleet and finalize the schedule of vehicle customization, delivery, and inspection. When vehicles arrive, Alex’s team will ensure they meet both Via’s and DCTA’s standards before deployment in live service.

- Driver Recruitment and Training**, led by Rachel Birnbaum, in which Rachel coordinates with DCTA and Via’s internal driver marketing teams to develop a strategy to recruit and vet high-quality independent contractor drivers for the county-wide microtransit service.

Typically utilizing a combination of local job boards and social media advertising -- with input from our

partners on promising local recruitment sites -- we recruit a network of drivers to participate in our onboarding process. Via’s onboarding sessions offer an overview of the Via system and DCTA service expectations (*see sample onboarding presentation, above right*). As a part of the onboarding process, Rachel’s team will coordinate with a third-party testing agency to ensure that drivers complete drug and alcohol screening in accordance with FTA guidelines.



- Community Outreach and Marketing**, led by Gabby McCaig, in which Gabby and her Community Engagement team works with DCTA's marketing team, member city stakeholders, and local community leaders to develop a strategy for reaching every rider in the community with information about the new on-demand service. With input from local leaders, Gabby's team will specify "subcommunities" within the larger set of transit riders, such as seniors, riders with disabilities, riders without smartphones, riders without bank accounts, and riders with other local community-specific needs, such as participation in certain youth or rehabilitation programs. For each subcommunity, Gabby's team will identify potential barriers to service access and specific strategies to overcome those barriers (*Community Engagement kickoff slide from our service in Wilson, NC shown below*). Moreover, Gabby's team will develop a specific communication strategy for each subcommunity, relying on anything from high-tech social media strategies to in-person outreach at community centers, signage at local bus stops, flyers at grocery stores, or utility-bill inserts.

Wilson's Subcommunities			
Seniors	Riders with Disabilities	No Smart Phone / Cell Phone	No Bank Account
<p>Seniors in Wilson who may or may not need a wheelchair or have limited mobility.</p> <p>Possible Barriers: <i>Getting to pick-up locations, technology, transitioning to on-demand model</i></p> <p>High-Level Approach: <i>C2C promo codes, Live training for members & staff at relevant community organizations</i></p>	<p>Riders with disabilities in Wilson who may or may not require a wheelchair or have limited mobility.</p> <p>Possible Barriers: <i>Transitioning from pre-scheduled rides, driver training and awareness</i></p> <p>High-Level Approach: <i>Additional driver & customer support sensitivity training, live training for members & relevant community orgs</i></p>	<p>Wilsonians who either do not have a smartphone (cannot use the app) or do not have a cell phone.</p> <p>Possible Barriers: <i>Not able to receive updates and alerts on live rides, entirely dependant on phone booking to start</i></p> <p>High-Level Approach: <i>Provide phone options for those w/o & educate on use, provide tools for best practice of landline bookings, enriched training on the web app, training on using service on non smartphones</i></p>	<p>Wilsonians who are used to paying in cash for rides and do not have a credit or debit card.</p> <p>Possible Barriers: <i>Limited/no access to consistent funds, don't meet the requirements for traditional bank accounts,</i></p> <p>High-Level Approach: <i>Educate on banking alternatives & specialized accounts, awareness campaign on how to get pre-paid cards, work with community orgs on distribution</i></p>

Via, Proprietary & Confidential



Launch Schedule

In this section, please find our proposed 12-week launch schedule, preceded by DCTA's outreach to local communities to collect feedback on final service design.

PROJECT STAGE	CORE ACTIVITIES	DELIVERABLES	VIA RESPONSIBLE PARTY
Pre-Launch Contracting and Stakeholder Feedback <i>Between Notice of Award and Contract Signing</i>	Via and DCTA stay in close contact regarding insights from community feedback and Title VI analysis that have bearing on service design.	<i>High-level scope of work and pricing finalized</i> Via and DCTA finalize a high-level project scope and project pricing	Via Strategies Team: David Perlmutter Via Expansion Team: Rachel Birnbaum and Kate Welsh
STAGE 1 Service Planning & Design <i>Weeks 1 - 4</i>	Hold a kickoff meeting with DCTA to finalize project plan. Begin the transit planning and consulting process to identify and model the service zone Collaborate with DCTA on community outreach and marketing strategy.	<i>Service parameters and project schedule finalized</i> Via and DCTA agree on fine-grained service parameters for our routing/aggregation algorithms <i>Booking methods finalized</i> Via, DCTA, and Unwire agree on GoPass functionalities and integration timeline <i>Project schedule finalized</i> Via and DCTA collaboratively finalize a detailed, week-by-week launch schedule	Via Strategies Team: David Perlmutter Via Expansion Team: Rachel Birnbaum and Kate Welsh Via Partner Success Team: John Criezis Via Community Engagement Team: Gabby McCaig
STAGE 2 System Development <i>Weeks 4 - 7</i>	Optimize algorithms around DCTA's service parameters. Localize system through detailed mapping and traffic modeling. Align product configurations to meet DCTA requirements.	<i>Platform configuration completed</i> Via finalizes localization of ORSM platform. <i>System ready for testing</i> Platform is ready for end-to-end internal tests.	Via Strategies Team: David Perlmutter Via Expansion Team: Rachel Birnbaum and Kate Welsh

STAGE 3 Testing <i>Weeks 7 - 9</i>	Perform a broad spectrum of functional tests using a fully localized simulation environment. Conduct quality assurance and internal field tests in DCTA's service zone (with real drivers and riders).	<p><i>System adjustments made</i> Via completes internal tests and finalizes adjustments.</p> <p><i>Integration with GoPass goes live</i> Via and Unwire deploy updated GoPass App with Via services represented in Denton County</p>	<p>Via Expansion Team: Rachel Birnbaum and Alex Blustein</p>
STAGE 4 Vehicle & Driver Onboarding <i>Weeks 9 - 11</i>	Receive and inspect vehicles. Finalize fleet management plan. Onboard drivers and conduct in-person training workshops.	<p><i>Vehicles ready for launch</i> Via prepares fleet and gets DCTA sign-off for fleet management plan.</p> <p><i>Driver workforce trained</i> All drivers are trained and approved for service, including drug and alcohol testing</p>	<p>Via Expansion Team: Rachel Birnbaum and Alex Blustein</p>
STAGE 5 Service Launch <i>Week 12</i>	Execute on launch plan. Support DCTA marketing and outreach activities (e.g., press releases, launch events, in-person canvassing). Gather feedback from initial users and make service adjustments.	<p><i>System goes live</i> Via launches live revenue service.</p> <p><i>Initial adjustments made</i> Via makes any necessary changes based on actionable feedback from first users.</p>	<p>Via Expansion Team: Rachel Birnbaum and Alex Blustein</p>
STAGE 6 Optimization <i>Ongoing</i>	Implement strategic marketing and promotions surrounding transition from fixed route to on-demand 2 weeks post-launch (or upon agreed timeline with DCTA), discontinue fixed route service. Run quality-control tests and	<p><i>Performance reviews completed</i> Via will share service data and benchmark project performance against collaboratively-determined KPIs.</p>	<p>Via Partner Success Team: John Criezis</p>

	incorporate rider/driver feedback. Ensure smooth day-to-day operations.		
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Price Proposal

Price Format

In the following pages, we provide a pricing proposal that reflects the full flexibility of our product offering. Our annual baseline scenario includes Monday - Saturday coverage to the discontinued routes 1, 2, 4, 5, 6, 8, 21, and 22, the Denton portion of the North Texas XPress, and off-peak coverage of discontinued routes 3 and 7. In addition, we offer the hourly and annual costs for the following a la carte options:

- Sundays and Holidays
- Coverage for Routes 3 and 7 and extended-hours Friday and Saturday service to Trinity Mills DART station
- Coverage for peak paratransit demand

We present our pricing options as fully-burdened hourly rates, with indicative annual totals based on the vehicle hours required according to our simulations. These hourly rates include our technology, upfront configuration costs, vehicle leasing costs (excluding 9 cutaways provided by DCTA), driver recruitment and pay, and Via team support.

Please note that our fees are based on the total number of vehicle-hours delivered, which we typically charge for on a monthly basis. **Our pricing proposal should therefore be viewed as a maximum not-to-exceed amount, based on the agreed-upon fleet size and service parameters.** DCTA will not be charged for any undelivered vehicle-hours, and will have full input and control over reducing vehicle hours should demand be lower than expected.

We offer two years of pricing:

- **Year 1**, which reflects initial expected demand and fewer overall vehicle hours, factoring in the expected ongoing impacts of the COVID-19 pandemic
- **Year 2**, which includes sufficient vehicle hours and fleet size (~32 vehicles) to accommodate ridership levels that exceed the pre-COVID ridership of the discontinued Denton, Lewisville, and North Texas XPress lines

For each scenario in each year, we show an indicative cost per ride range, depending on low and high demand estimates included in our service design simulations. Please note that each scenario, even assuming low demand, is **anticipated to achieve an effective cost-per-ride that is lower than the aggregated, average cost per ride between Denton Connect, Lewisville Connect, and the North Texas XPress in 2019**, (which we had calculated to be \$14.39 based on the data provided by DCTA). To make the relationship between our service assumptions and costs exceedingly clear, we have also included a more detailed cost breakdown for Year 1.

For each year, we also provide an estimate of the **potential cost savings** to be achieved through two possible strategies: a **farebox recovery discount** and **in-vehicle advertising revenue**. For detail on these

and other strategies, please see the “Cost Savings and Revenue Generating Opportunities” section that follows our price proposals.

	Year 1			
	①	②	③	④
	Base Scenario at Via-Estimated Ridership	Base Scenario + Sundays & Holidays	Base Scenario + Add'l Routes & Hours (Trinity Mills, Routes 3 & 7)	Base Scenario + Serving Peak Paratransit Demand
Total Annual Cost	\$3.64mm	\$4.07mm	\$5.23mm	\$4.28mm
Total Vehicle Hours	100,800	116,000	146,300	116,300
Total Cost / Vehicle Hour	\$36.09	\$35.09	\$35.76	\$36.62
<i>Mem o: Expected Utilization</i>	3 - 5	3 - 5	3 - 5	3 - 5
<i>Mem o: Total Estimated Price / Ride</i>	\$7.20 - \$12.10	\$7.00 - \$11.60	\$7.20 - \$11.90	\$7.30 - \$12.20

Additional Cost Savings:

Via Holds Farebox⁽¹⁾	(\$0.49mm)	(\$0.55mm)	(\$0.71mm)	(\$0.58mm)
Advertising Revenue⁽²⁾	(\$0.10mm)	(\$0.10mm)	(\$0.10mm)	(\$0.10mm)
Total Annual Cost After Additional Savings	\$3.05mm	\$3.42mm	\$4.43mm	\$3.58mm

(1) Based on an average net fare of ~\$1, after concessionary fares and processing fees.

(2) Reflects Via's estimate of additional revenue generated from advertising payable to DCTA; subject to change based on actual performance.

Note: Pricing assumes that DCTA pays for all outway costs, including lease, maintenance, insurance, and fuel.

	Year 2			
	①	②	③	④
	Base Scenario at Via-Estimated Ridership	Base Scenario + Sundays & Holidays	Base Scenario + Add'l Routes & Hours (Trinity Mills, Routes 3 & 7)	Base Scenario + Serving Peak Paratransit Demand
Total Annual Cost	\$4.68mm	\$5.25mm	\$6.33mm	\$5.18mm
Total Vehicle Hours	129,000	148,500	175,600	141,000
Total Cost / Vehicle Hour	\$36.28	\$35.37	\$36.05	\$36.75
<i>Mem o: Expected Utilization</i>	4 - 6	4 - 6	4 - 6	4 - 6
<i>Mem o: Total Estimated Price / Ride</i>	\$6.00 - \$9.10	\$5.90 - \$8.80	\$6.00 - \$9.00	\$6.10 - \$9.20

Additional Cost Savings:

Via Holds Farebox⁽¹⁾	(\$0.73mm)	(\$0.84mm)	(\$0.99mm)	(\$0.81mm)
Advertising Revenue⁽²⁾	(\$0.14mm)	(\$0.14mm)	(\$0.14mm)	(\$0.14mm)
Total Annual Cost After Additional Savings	\$3.81mm	\$4.28mm	\$5.20mm	\$4.23mm

(1) Based on an average net fare of ~\$1, after concessionary fares and processing fees.

(2) Reflects Via's estimate of additional revenue generated from advertising payable to DCTA; subject to change based on actual performance.

Note: Pricing assumes that DCTA pays for all outway costs, including lease, maintenance, insurance, and fuel.

Via expects to grow ridership well beyond pre-COVID levels with the launch of this service, but should volume remain lower than expected, fewer vehicle hours would be needed to maintain the desired quality of service. Below is an illustrative total cost if ridership were to remain stable at current DCTA fixed route ridership levels. Since Via will only charge DCTA for vehicle hours actually used at the proposed rates, the total annual cost of the service would decrease accordingly in such a lower ridership scenario.

	Illustrative Total Price For Base Scenario at Lower Volumes		Base Scenario Comparison	
	Year 1 (DCTA 2020 Ridership Equivalent)	Year 2 (DCTA 2019 Non-COVID Ridership Equivalent)	Year 1 (Via-Estimated Ridership)	Year 2 (Via-Estimated Ridership)
Approximate Annual Ridership	200,000	392,000	300k - 505k	515k - 775k
Total Vehicle Hours	60,000	100,000	100,800	129,000
Total Cost / Vehicle Hour	\$36.09	\$36.28	\$36.09	\$36.28
Total Annual Cost	\$2.17mm	\$3.63mm	\$3.64mm	\$4.68mm

Taas Pricing Proposal for DCTA Via Transportation							
	Year 1				Year 2		
	Base Scenario at Via-Estimated Ridership Mon-Sat	Base Scenario + Sundays & Holidays 7 Days / Week	Base Scenario + Add'l Routes & Hours (Trinity Mills, Routes 3 & 7) Mon-Sat	Base Scenario + Serving Peak Paratransit Demand Mon-Sat	Base Scenario at Via-Estimated Ridership Mon-Sat	Base Scenario + Add'l Routes & Hours (Trinity Mills, Routes 3 & 7) Mon-Sat	Base Scenario + Serving Peak Paratransit Demand Mon-Sat
Summary:							
Non-WAV Vehicles in Fleet	16	16	26	24	23	33	31
Wheelchair Accessible Vehicles (Included in Price)	9	9	9	9	9	9	9
Total Vehicles in Fleet	25	25	35	33	32	42	40
Anticipated Annual System Capacity (Riders)	300K - 505K	350K - 580K	440K - 730K	350K - 580K	515K - 775K	700K - 1,055K	565K - 845K
Anticipated Daily System Capacity (Riders)	960 - 1,620	960 - 1,590	1,410 - 2,340	1,120 - 1,860	1,650 - 2,480	2,240 - 3,380	1,810 - 2,710
Anticipated Usage:							
Total Number of Vehicle Hours	~100,800	~116,000	~146,300	~116,300	~129,000	~175,600	~141,000
Operating Parameters:							
Days / Week of Operations	6	7	6	6	6	6	6
Avg. Service Hours / Day	16	16	19	16	16	19	16
Duration of Deployment (Months)	12	12	12	12	12	12	12
Fixed Upfront Costs	\$18K	\$18K	\$28K	\$26K	\$25K	\$35K	\$33K
Ongoing Operational (Non-Upfront) Costs	\$3.62M	\$4.05M	\$5.20M	\$4.23M	\$4.65M	\$6.30M	\$5.15M
Total Cost	\$3.64M	\$4.07M	\$5.23M	\$4.26M	\$4.68M	\$6.33M	\$5.18M
Total Cost / Vehicle Hour	\$36.09	\$35.09	\$35.76	\$36.62	\$36.28	\$35.37	\$36.05
							\$36.75

Note: Pricing excludes taxes and COVID-related cleaning costs. Pricing assumes that DCTA pays for all outlay costs, including lease, maintenance, insurance, and fuel.

Cost Savings and Revenue Generating Opportunities

We are pleased to propose several additional **cost savings** and **revenue-generating measures** to help DCTA offset the cost of its county-wide microtransit service, including an option for Via to provide a further discount while retaining farebox revenue, thereby sharing the risk for the success of the service (as measured by ridership and vehicle utilization) with DCTA. We also provide an option, which we have deployed with other Via partners across the globe, to develop advertising solutions for the service. As reflected in our price proposal, we have estimated these initiatives could produce **additional potential savings of ~\$590,000** for the service in Year 1 of our baseline scenario.

Year 1				
	①	②	③	④
	Base Scenario at Via-Estimated Ridership	Base Scenario + Sundays & Holidays	Base Scenario + Add'l Routes & Hours (Trinity Mills, Routes 3 & 7)	Base Scenario + Serving Peak Paratransit Demand
Additional Cost Savings:				
Via Holds Farebox⁽¹⁾	(\$0.49mm)	(\$0.55mm)	(\$0.71mm)	(\$0.58mm)
Advertising Revenue⁽²⁾	(\$0.10mm)	(\$0.10mm)	(\$0.10mm)	(\$0.10mm)
Total Annual Cost After Additional Savings	\$3.05mm	\$3.42mm	\$4.43mm	\$3.58mm

(1) Based on an average net fare of ~\$1, after concessionary fares and processing fees.

(2) Reflects Via's estimate of additional revenue generated from advertising payable to DCTA; subject to change based on actual performance.

Note: Pricing assumes that DCTA pays for all cutaway costs, including lease, maintenance, insurance, and fuel.

We provide additional information on these and other cost-saving strategies below:

- Hold farebox revenue.** Via is happy to propose a performance incentive structure in which we discount our service fees and offset this reduction by collecting all farebox revenue for the duration of the service. This structure would further align Via and DCTA's interest in the success of this service. By recouping our discount through farebox revenue, Via would assume additional risk, and we would only make up for the discounted fees through providing a high-quality on-demand service that generates high ridership. In this scenario, if the service fails to achieve both strong demand and performance efficiency, Via will not recoup its costs.
- Advertising.** Via would be happy to explore advertising and media solutions with DCTA as a way of generating additional revenue for the County. Our Via Media Solutions offering brings a flexible suite of advertising capabilities that DCTA can choose to implement, including: Digital rooftop screens, window wraps, in-vehicle tablets, in-app advertising and sponsorship opportunities.

- For example, Via has partnered with the **City of Arlington, TX** to install digital rooftop displays and in-vehicle tablets for advertising, generating approximately \$500/vehicle per month (or \$6,000/vehicle per year) for the city.
- **Fundraising support.** Through years of working as a trusted partner to cities and transit agencies across the U.S., we have become highly effective at identifying, pursuing, and winning competitive state, federal, and foundation grants to help offset the cost of DRT services — including funding from the **Federal Transit Administration (FTA)**. We would be happy to collaborate with DCTA to identify and apply for such funding opportunities.
 - For example, in rural central North Carolina, Via helped the **City of Wilson** win **\$250,000** from the FTA's Accelerating Innovative Mobility (AIM) competitive grant program to replace its fixed-route transit service with an on-demand, rural microtransit service that solves first/last mile connection problems for passengers. The Via-powered system features ADA accessible vehicles, phone booking, and lower fares.
 - In **Baldwin County, AL**, Via worked with the Baldwin County Commission to secure over **\$260,000** from the FTA's Integrated Mobility Innovation (IMI) competitive grant program to create a first-of-its-kind on-demand rural transit network designed to increase access to jobs, schools, and healthcare appointments, using a combination of both real-time and pre-scheduled rides.
 - In Texas, Via partnered with the **City of Arlington** and autonomous vehicle (AV) manufacturer May Mobility to win a **\$1.7 million grant**, also from the FTA's IMI program, to integrate AVs into its Via-operated on-demand transit service. The service, scheduled to begin in March 2021, will be wheelchair-accessible and allow riders to be picked up in self-driving vehicles for trips around downtown Arlington and The University of Texas campus.
- **Public, corporate, or institutional sponsors.** Via is experienced working with institutional sponsors to support both our consumer-facing and partnership mobility services. We can collaborate with DCTA to secure financial commitments from local businesses, particularly those whose employees will benefit from the service.
 - For example, in partnership with the **City of Lone Tree, Colorado**, Via powers a shared microtransit service that creates connections to transit stations and employment hubs. Corporate campuses (e.g., the local Charles Schwab office) account for 25 percent of all pick-ups and 24.8 percent of all drop-offs.
 - In **Mountain View, California**, we work with a global technology company to provide a convenient shuttle service for employees who live near its main campus. This employer subsidizes Via trips for employees traveling to and from their corporate campus.

Appendices

Appendix A: Project Team Qualifications

Management and Oversight



Monica Ceragioli

VICE PRESIDENT OF LAUNCH

As Via's Vice President of Launch, Monica coordinates all aspects of new service launches: service scoping, product development, project management, operations management, and quality assurance. Monica has played a central role in every Via deployment. She led the launches of Amsterdam and London in 2018, and as the company has grown, has taken on an expanded role leading Via's launch team internationally. Prior to Via, Monica was a Business Development Manager at Diller Scofidio + Renfro and a Managing Reporting Associate at D.E. Shaw Research & Development. Monica holds a B.A. in Architecture from Yale University.



Gabby McCaig

VICE PRESIDENT OF COMMUNICATIONS

As Global Head of Community Affairs, Gabrielle McCaig is in charge of supporting our partners and advocacy groups around the globe in ensuring that we're creating transportation that is equitable and accessible to all. Gabby joined Via in July 2014, where she led the New York rider marketing program and began to build out Via's world-class rider and driver support operations. Gabby oversaw the communications, branding, public relations, and consumer marketing efforts for the launch of Via's consumer services in Chicago, Washington, D.C., London, Amsterdam, and Milton Keynes. In 2016, she led the build-out of Via's first and second dedicated customer support centers in Salt Lake City and Barcelona. Gabby holds an M.Sc. in Public Policy from the University of Edinburgh, and a B.S. in Comparative Religion and Communications from Northwestern University.



Alex Lavoie

GLOBAL HEAD OF OPERATIONS

As Via's Global Head of Operations, Alex oversees Via's operations globally. He ensures service continuity, making certain that customers in each city experience the same level of operational excellence and satisfaction. Prior to his current role, Alex served as the General Manager of our New York City service and later all of our U.S. services. Prior to Via, Alex was a private equity investor at TPG Capital in the technology group. Before that, he was an Investment Banking Analyst for the technology, media and telecom industries at Goldman Sachs. He holds a B.A. in Economics from Harvard University.



Jason Starr

PARTNER SUCCESS PRINCIPAL

Jason has led over 10 deployments of Via services across the world. These services have operated in a variety of different use cases and environments, including urban mobility services in Brazil; campus shuttles and first-and-last-mile connection services in the Middle East; and rural, suburban paratransit services in the United States. In this diverse array of markets, Jason has specialized in helping grow services in partnership with transit agencies, private transit companies, and universities while identifying and executing on key areas of long-term service growth. Prior to Via, Jason served as the Washington, D.C. market General Manager for Lime, a micromobility company.

Launch



Rachel Birnbaum

LAUNCH MANAGER

As a member of Via's Expansion team, Rachel uses her project management skills to work with partners to set services up for success from the very beginning. Rachel has experience deploying on-demand and pre-booking services in major cities and rural areas. Prior to Via, Rachel was the Director of Vertical Expansion for TodayTix, a global company that provides on-demand access to arts and cultural entertainment in major cities around the world. In this role, Rachel led the company's expansion into new entertainment categories, including opera, dance, and virtual reality. Rachel holds a Bachelor of Science from Northwestern University.



Kate Welsh

LAUNCH ADVISOR

As an Expansion Principal at Via, Kate leads service scoping and design to ensure smooth launches for our partners. After a service launch, and on an ongoing basis, she works to optimize services for cost-efficiency and quality. Prior to Via, Kate was a Harvard Government Performance Lab Innovation Fellow in Los Angeles, where she led an initiative for the Mayor's Office of Budget and Innovation to streamline procurement practices across the city with a focus on contract outcomes and strategic asset management. Kate holds an MBA from Harvard Business School and a B.A. in History from Brown University.



Alex Blustein

LAUNCH SUPPORT

Alex is an Associate Principal at Via where he focuses on both product development and operations-heavy, demand response transportation launches with a focus on US deployments. His work with Via includes the development of product tools utilized in the launch process in addition to ongoing operational support. Before joining Via, Alex worked in Revenue Management for Anheuser-Busch InBev, with a particular focus on pricing and data analytics. He received his B.S. in Systems Engineering from Washington University, where he focused on queuing



David Perlmutter

VIA STRATEGIES LEAD

David specializes in crafting transit plans that offer riders superior service adapted to the age of on-demand mobility. His approach to transportation planning prioritizes strengthening multimodal networks so that people can easily connect with jobs, services, and one another. Before joining Via, David worked as a transportation planner for Nelson\Nygaard, supporting transit, TDM, and shared mobility studies for communities throughout the United States. He brings strong GIS and data analysis skills needed to conduct comprehensive operations analyses as well as design new service alternatives. He is also a coauthor of the recently published [TCRP Report 204](#), the industry's leading synthesis of transit agency-TNC partnerships. David has a B.A. in Geography from the University of Washington and a M.S. in Urban Planning from Columbia University.

Community Engagement



Tess Gebretensai

COMMUNITY ENGAGEMENT SUPPORT

As a Community Engagement Associate Principal, Tess works with Via partners to develop custom outreach and marketing solutions to align Via deployments with the priorities of the communities they serve. She specializes in outreach to riders with disabilities, who lack bank accounts or smartphones, and who live in communities with an equity focus. Prior to transitioning to this role, Tess worked as the Manager of Via's Driver Centers in New York City, where she recruited and trained drivers from diverse communities across the city. Tess holds a degree in Operations and Supply Chain Management from Franklin University.

Operations



Jonny Raggett

VEHICLE OPERATIONS SUPPORT

Jonny leads Via's Vehicle Partnerships & Solutions Team, which works with partners and Via's operations teams to optimize the mix and performance of the fleet working on the Via platform. Since joining Via at the start of 2019, Jonny and his team have built vehicle partnerships and programs that manage thousands of vehicles. Prior to Via, Jonny was the Director of Strategic Partnerships at a learning technology company. He holds a B.A. in Philosophy, Politics and Economics from the University of Oxford.



Stephen Kendall

DRIVER OPERATIONS SUPPORT

Stephen leads Via's Driver Acquisition and Engagement team, which is responsible for recruiting and retaining drivers across Via's global deployments. Stephen and his team focus on onboarding and supporting the tens of thousands of drivers around the world who power Via services, ensuring that we can meet demand and provide a high quality of service. Prior to joining Via in 2017, Stephen worked in operations leading efforts to launch and scale startups and NGOs in the food delivery and production sectors. He holds a B.A. in English from Trinity College in Hartford, CT.

Operations



John Criezis

PROJECT MANAGER

As a Partner Success Manager, John helps Via's partners access the best of Via's resources to continually optimize their services. He will serve as DCTA'S primary point of contact for the lifetime of the project and provide guidance and strategic oversight throughout, making sure that DCTA's goals and priorities are always reflected in service design. Prior to joining our Partner Success team, John served as the General Manager of Via's Chicago service, leading the Chicago team to ensure operational excellence, customer satisfaction, and to set growth goals. John holds an MBA from the University of Chicago Booth School of Business and a B.S. in Mechanical Engineering from Johns Hopkins University.

Appendix B: West Sacramento Rider Survey

2019 | City of West Sacramento



WEST SACRAMENTO'S ON-DEMAND RIDESHARE PILOT

A Summary of 6-Month User Survey Findings

February 2019

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Staff Contact: Sarah Strand, Associate Transportation Planner, sarahs@cityofwestsacramento.org

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Executive Summary

Background

In May 2018, the City of West Sacramento began piloting an innovative on-demand rideshare service in partnership with NoMad Transit LLC, a wholly owned subsidiary of Via Transportation Inc. Halfway through the Pilot year (November 2018), a survey was conducted to help the City better understand who was using the service, how they were using it, and what potential impacts it was having on the travel behavior or quality of life of riders. The survey was intended to capture high level trends and will be followed by a more rigorous academic evaluation in partnership with UC Berkeley toward the end of the Pilot term.

The survey received a **14% response rate** (521 respondents) and a **92% completion rate**. Respondents generally reflected the West Sacramento community, with a few exceptions. Relative to the general population (2017 ACS), a slightly higher response was received from young men aged 13-17, men and women aged 40-49, older women aged 60-79, from households earning less than \$10,000 a year, and from people who have attended some college, but did not obtain a degree.

Who is using the On-Demand Rideshare service?

Community members of all ages, incomes, educational backgrounds and genders are using the service, however young people **under the age of 21** appear to be the **most frequent users**, followed by **older adults (50+)**. Riders are more likely to come from households with between **\$15,000 and \$35,000 household income** and are slightly more likely to be **women**.

What is the On-Demand Rideshare service being used for?

Highschool students are regularly using the service to **commute to school**, work and social or recreational activities. Users in their **twenties** are also **commuting**, but also take rideshare for more **errands**, like groceries and shopping. Conversely, **Seniors** that tend to be retired are not commuting at all but appear to depend on the service for **daily goods and services**, like groceries, medical or dental appointments, and going to **social or recreational activities**.

Although some **middle aged users (30-59)** use rideshare to commute, they do so at much **lower rates** than riders under 30. Rather, middle aged riders, especially those from middle or upper income households, are more likely to be taking rideshare to **connect with local bars and restaurants**, for **social and recreational** purposes, or to **transport family members**, such as children or elderly parents.

A small portion of riders say they view the service as more of a **safety net** for when their car or bike is broken down or is in the shop for maintenance. They use it infrequently but are very happy to have it as a **back-up plan**.

Is the On-Demand Rideshare service changing how people choose to get around?

Half of respondents said they were using the rideshare service instead of taking Uber/Lyft and 34% said they were using it instead of driving alone or catching a ride from a friend or family member. These responses may be early indications of potential reductions in vehicle miles travelled associated with ride-hailing, driving alone, or getting rides from others, but more analysis will be necessary to quantify impacts.

Middle-aged respondents from households with slightly higher incomes were more likely to say they are **driving alone less** because of the rideshare service, which may be correlated with higher rates of auto-ownership among middle and upper income households. Interestingly, a fair number of **Seniors (60+)** also said they were driving alone less, possibly indicating that the rideshare service facilitates the decision of older adults to **give up driving sooner**. Those **switching from Uber/Lyft** were primarily between the age of **18-60** but were evenly represented across gender and household income.

Riders who said they would have gotten a **ride from a friend or family member** if the rideshare service was unavailable were most likely to be **Youth (18 or under) and Seniors (60+)**, which may be partly explained by age-restrictions preventing minors from using ride-hailing services, and a slightly lower technological literacy or trust among Seniors in regard to services like Uber or Lyft. Similarly, respondents aged **13-17 and aged 70+ were most likely to have not taken the trip at all** if the rideshare service was unavailable. This may indicate that the rideshare service is helping to meet latent demand for transportation among both the youngest and oldest members of the community.

Those reporting the greatest **drop in bus use** were predominantly **women** (32% females greatly decreasing bus use compared to only 17% male), households making **less than \$35,000** a year, and were more likely to be **younger** (13-17, 20-29) or **older** (70+).

People who said they were **walking or biking less** were predominantly **men**, were more likely to be **under 30** or **over 60** and to come from **slightly lower income** households. However, **respondents in their 30's**, especially those from middle or upper income households, said they are **walking or biking more** because of the rideshare service.

Is the On-Demand Rideshare service impacting the quality of life of its users?

66% of respondents feel safer getting around town and 59% had a greater sense of independence, and 41% said their access to healthy foods and medical care had increased, especially among women, younger (under 21) and older (60+) riders, and households earnings less than \$35,000 a year.

More than **half of respondents**, especially women, said they were **visiting local businesses or participating in social activities more** often due to their use of the rideshare service.

Monthly transportation expenses were reported fairly consistently across gender, age and income categories. **Seniors** (age 60+) and **respondents in their 20's** were slightly more likely to be benefiting from **monthly savings**. Those **aged 13-17** were most likely to say they are **paying more** because of the rideshare service, possibly indicating that a latent demand for youth mobility options may exist in the community.

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Introduction

A Survey of Pilot On-Demand Rideshare Service Users

Background

In 2016, the West Sacramento City Council directed staff to explore innovative public transportation options with the potential of encouraging more shared rides and enhancing accessibility and mobility for underserved communities. Subsequently, the City conducted a competitive solicitation to select a partner to assist in the deployment, operations, and performance evaluation of a one (1) year Pilot program to assess the costs and benefits of offering a more flexible, on-demand public transportation service.

NoMad Transit LLC, a wholly owned subsidiary of Via Transportation Inc. (“Via”), was awarded a contract to operate the Pilot service using Via’s proprietary technology to dynamically route a dedicated fleet of Mercedes Benz Metris vans in real-time to provide on-demand, corner-to-corner, shared rides throughout the City. The Pilot service is also sometimes referred to as “Via Rideshare” by users. The service offers a flat-rate public transportation option with the same convenience as a ride-hailing service, but with the added benefit of sharing the ride with neighbors, which contributes toward environmental goals and increasing social interaction between community members. Service was launched May 14, 2018 with expectations of roughly 200 to 250 average daily rides. By Fall 2018, ridership had surpassed these early ridership estimates by 50% and continued growing.

Through the City’s partnership with Via, the UC Berkeley Transportation Sustainability Research Center (TSRC) was recruited to conduct a Final Performance Evaluation toward the end of the one-year Pilot term, which would assist the City in understanding the degree to which, or if at all, the Pilot On-Demand Rideshare service had impacted travel behaviors and quality of life factors for the community. However, in the interim, the City elected to conduct a mid-term survey of users to better understand who was riding the service and what types of trips they were using it for, termed here as the “6-Month User Survey”.

Survey Objectives

The 6-Month User Survey was designed to collect data that would help the City better understand who was riding the service (i.e., demographics), how they were using the service (i.e., trip purpose), and how, if at all, the program had impacted their travel behaviors or quality of life (i.e., drive less, sense of safety). The survey instrument is included in this report as **Appendix 1**.

Survey Approach

The 6-Month User Survey was designed to collect information from existing Via account holders about their use of the service. At the time of survey deployment, the population of Via Account Holders was roughly 3,750 individuals. The survey was open for three (3) weeks, from November 26 to December 17, 2018.

An online survey format was designed using the “SurveyMonkey” platform and was expected to take roughly 5 minutes to complete. All questions were optional, but were not advertised as such, allowing Respondents to skip any question they felt uncomfortable responding to. Survey links were emailed to all Via account holders.

Paper surveys were also designed using age-friendly best practices to ensure legibility and ease of completion among the older adult community. Paper surveys were distributed in all rideshare vehicles and Drivers were asked to encourage riders to take the survey, if they hadn’t already done so online. Paper surveys were also made available at City Hall, the Community Center, and the Recreation Center.

Fliers encouraging community members that had signed up for the rideshare service were also distributed at the Community Center and were advertised on the City’s social media and webpage venues. Local organizations such as the Broderick Bryte Community Action Network (BBCAN) and the West Sacramento Chamber of Commerce assisted in spreading the word through word-of-mouth and on social media. Respondents were incentivized to take the survey with the chance to win one of four \$25 Visa Gift Cards.

A total of 521 surveys were completed with a 92% completion rate (480 fully completed surveys and 41 partial responses). 467 (90%) of Respondents completed the survey online and 54 (10%) in hard copy. Respondents took an average 4 minutes to complete the online survey. Relative to the number of accounts that had been created at the time of survey deployment (3,750), the response rate represented **14% of all account holders**. As of the writing of this report (February 2019), total accounts opened had grown to 4,500.

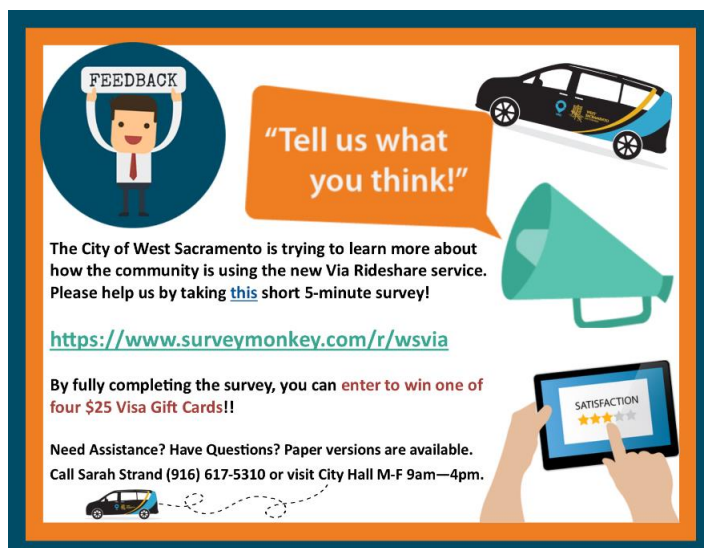


Figure 1. Survey Recruitment Flyer

Survey flyers were posted on the City’s webpage and social media account. Local organizations such as BBCAN and the West Sacramento Chamber of Commerce helped to spread the word.

Hard copies were also broadly distributed on tables at the Community Center, including at the front counter and on tables in the Senior Lounge area.

Key Findings & Analysis

A Survey of On-Demand Rideshare Users

Demographics

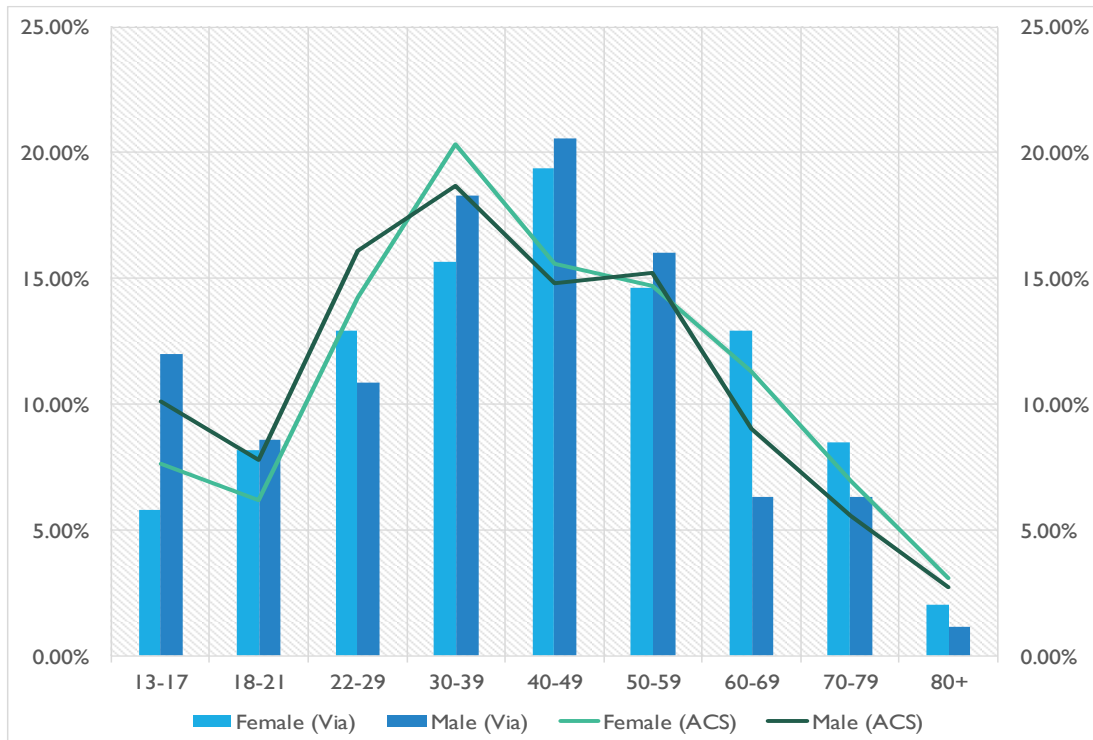
Generally, respondents were fairly reflective of the West Sacramento community relative to the 2017 5-Year American Communities Survey (2017 ACS), with some exceptions. Respondents were almost entirely local, with 95% of respondents providing a zip code within the City of West Sacramento.

Age & Gender

Overall, slightly more women responded than men, with about 62% of respondents identifying as female and 36% identifying as male. 1.5% declined to state and .5% identified as gender non-binary.

Relative to the City's overall demographic make-up (2017 ACS), a slightly higher response was received from young men (13-17), adults aged 40-49, and older women (60-79), as illustrated in **Figure 2** below.

Figure 2. Age & Gender of Respondents vs. General Population (2017 ACS) (482 Responses)



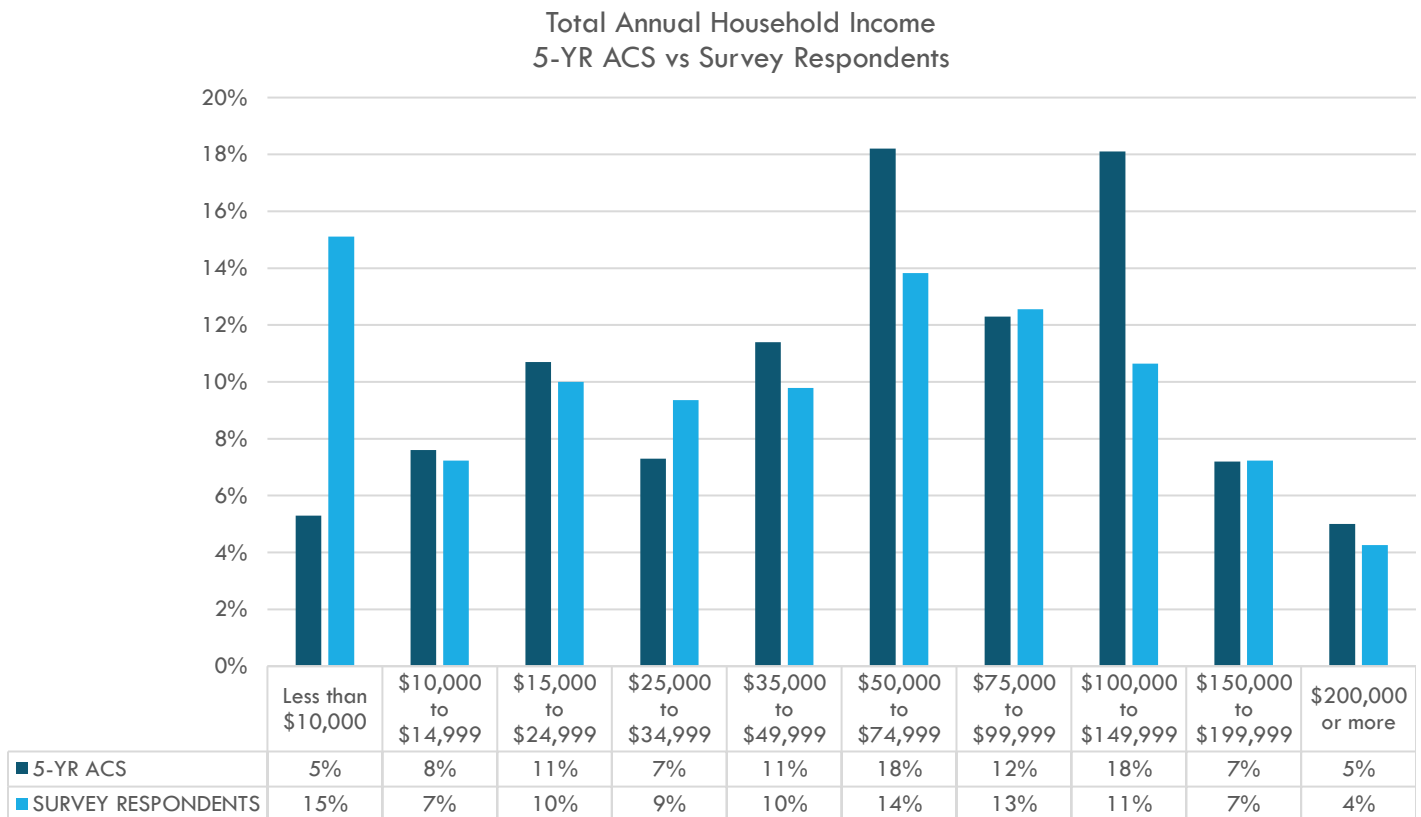
Annual Household Income

Respondents significantly mirrored the total household incomes of the community. However, a greater response came from individuals reporting annual household incomes of less than \$10,000, and a slightly lower response came from households between \$50,000-\$74,999 and \$100,000-\$149,999 relative to the general population.

Households with annual incomes of less than \$10,000 responded at a disproportionately greater rate. However, further analysis by age showed that 33% of respondents selecting this response were under the age of 21 and another 30% were under the age of 29. Staff suspects that this oversampling is likely attributable to a respondent error attributable at least in part to some younger respondents, especially those under 18, indicating their *personal* income rather than their household's total income.

A majority of respondents reporting annual household incomes ranging from \$50,000-\$74,999 and \$100,000-\$149,999 fell between the ages of 30 and 59. Generally, and as further supported in this report, this age and income group has access to a personal vehicle, suggesting that they may be less likely to use the On-Demand Rideshare service for compulsory trips, such as commuting or going to appointments. Staff suspects this is why a smaller sample was obtained from this subpopulation.

Figure 3. Household Income of Respondents vs. General Population (2017 ACS) (470 Responses)



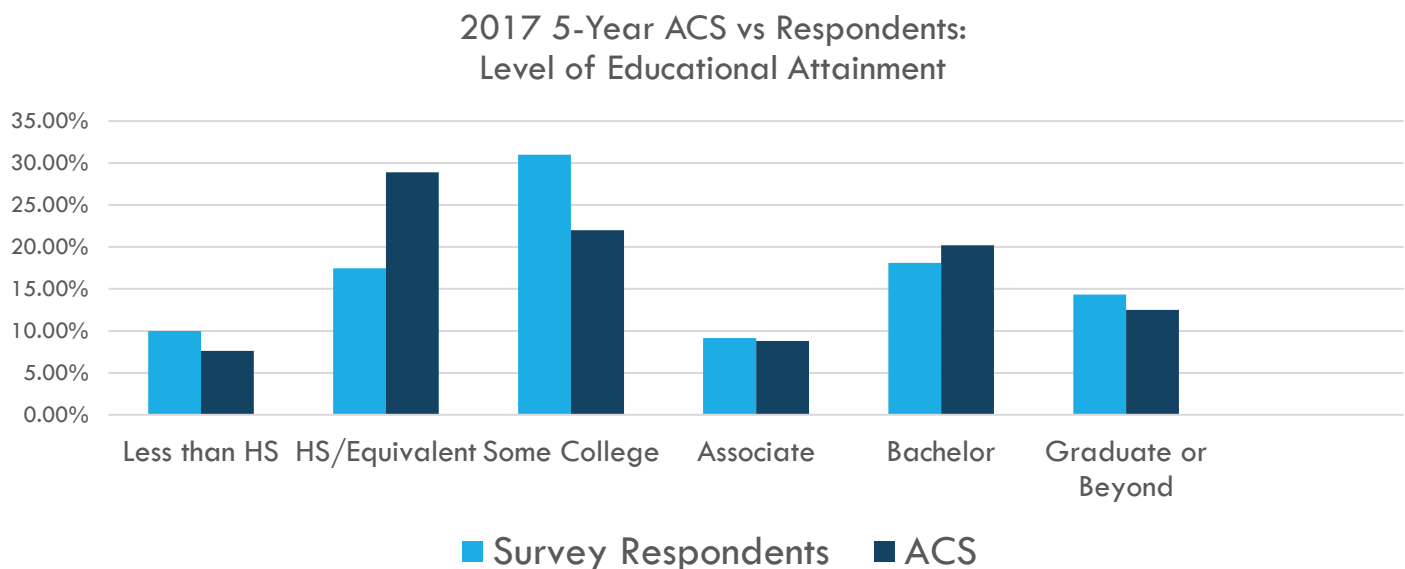
Educational Attainment

Relative to the 2017 5-Year ACS, a higher proportion of respondents indicated their level of educational attainment as either “Some College, but No Degree” or “Less Than High School”.

Of the 148 respondents who reported having “Some College, but No Degree”, respondents were fairly equally distributed across age and income groups. Individuals with this level of education represented 30% of all survey respondents, compared to only 22% of the general population.

Of the 48 individuals who reported having a less than High School education, roughly 69% (33 respondents) reported being at or around high school age (13-17 or 18-21). Conversely, the remaining 31% (15 respondents) were aged 22 or older. Individuals with this level of education represented roughly 10% of survey respondents, compared to about 7.5% of the general population.

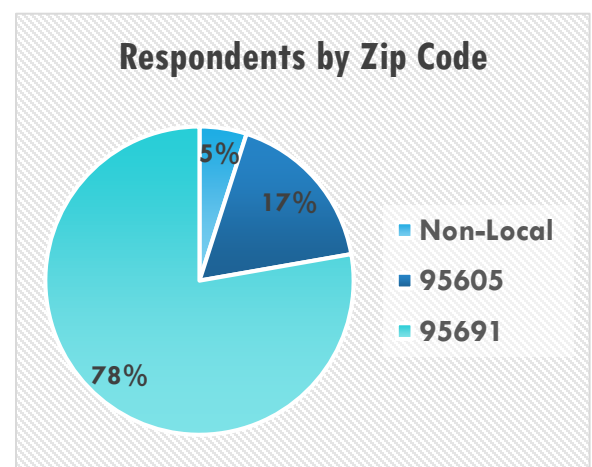
Figure 4. Level of Educational Attainment (481 Responses)



Geographic Distribution of Respondents

An 85% response rate was received when respondents were asked to provide zip code information. Out of **444 responses**, almost all (95%) reported a zip code in the City of West Sacramento. Only 5% reported living in a non-local zip code.

78% (346 respondents) reported a 95691 zip code and roughly 17% (75 respondents) reported a 95605 zip code. According to the 2017 5-Year ACS, roughly 72% of the general population resides in the 95691 area and 28% reside in the 95605 area.



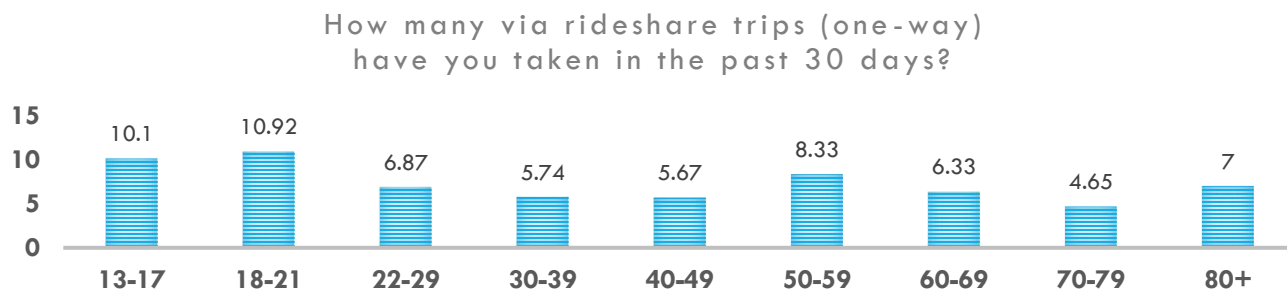
Travel Behavior Impacts

Multiple survey questions were included to learn if and to what extent On-Demand Rideshare users were changing their travel behaviors as a result of the Pilot service. Questions were designed to obtain general indications of ridership, trip purposes and mode shifts. **Although the 6-Month User survey provides some significant insights, additional analysis will be necessary to quantify the degree to which users may be shifting from other modes of transportation onto the rideshare service.**

Recent Ridership

Respondents were asked to estimate how many rides they had taken in the past 30 days to provide a general indication of their frequency of use. Although anonymized data is already collected on overall ridership and repeat ridership using the Via technology platform, responses to this question enabled staff to evaluate estimated ridership levels across subgroups to better understand how different people are riding. Beyond averages, different types of riders have also emerged, ranging from the occasional user who views the rideshare option as more of a back-up plan, to the “super-user” who report riding up to 120 times a month.

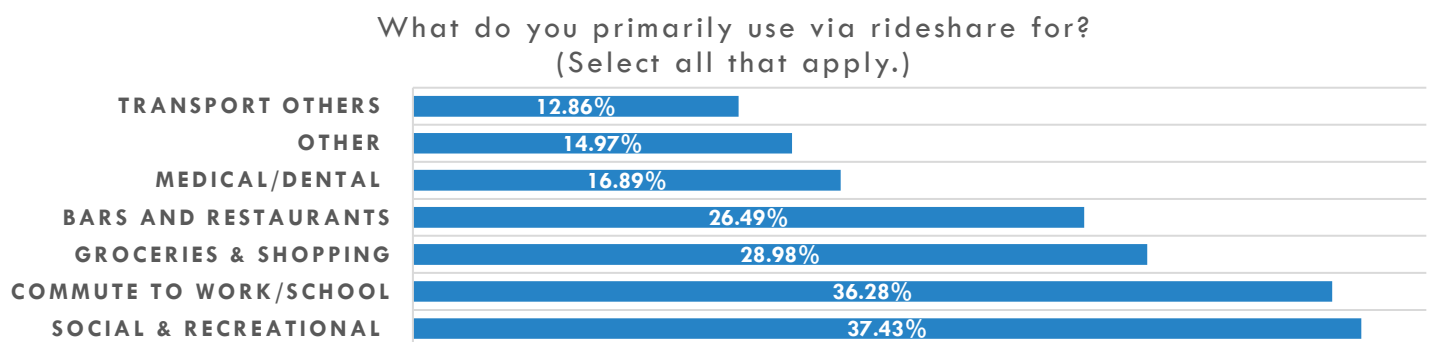
Figure 5. Average Number of Trips Completed in Past 30-Days by Age



Overall Trip Purpose

The top selected trip purposes were “Social or Recreational” and “Commuting to School or Work”, followed by a significant response of “Groceries & Shopping” and “Local Bars and Restaurants”. Roughly 15% (78 Respondents) selected “Other”, of which 27% were individuals who signed up but hadn’t ridden yet, and 21% described their primary use as a “Plan B” for when their car or bike is unavailable. 19% specified other errand or non-medical appointments and the remaining 33% made general comments or elaborated on their selections to identify specific locations, such as the library or visiting friend’s homes.

Figure 6. Trip Purpose (521 Responses)



Overall Trip Purpose, Continued

Although this question provided a general sense of the primary trip purposes associated with the rideshare service, it is important to note that this data does not capture the *frequency* of trips across each trip purpose. No less, it provides a cross-section of how community members say they are using the service and provided a basis for conducting additional analyses to examine trip purpose across subpopulations, as discussed below.

Trip Purpose by Gender

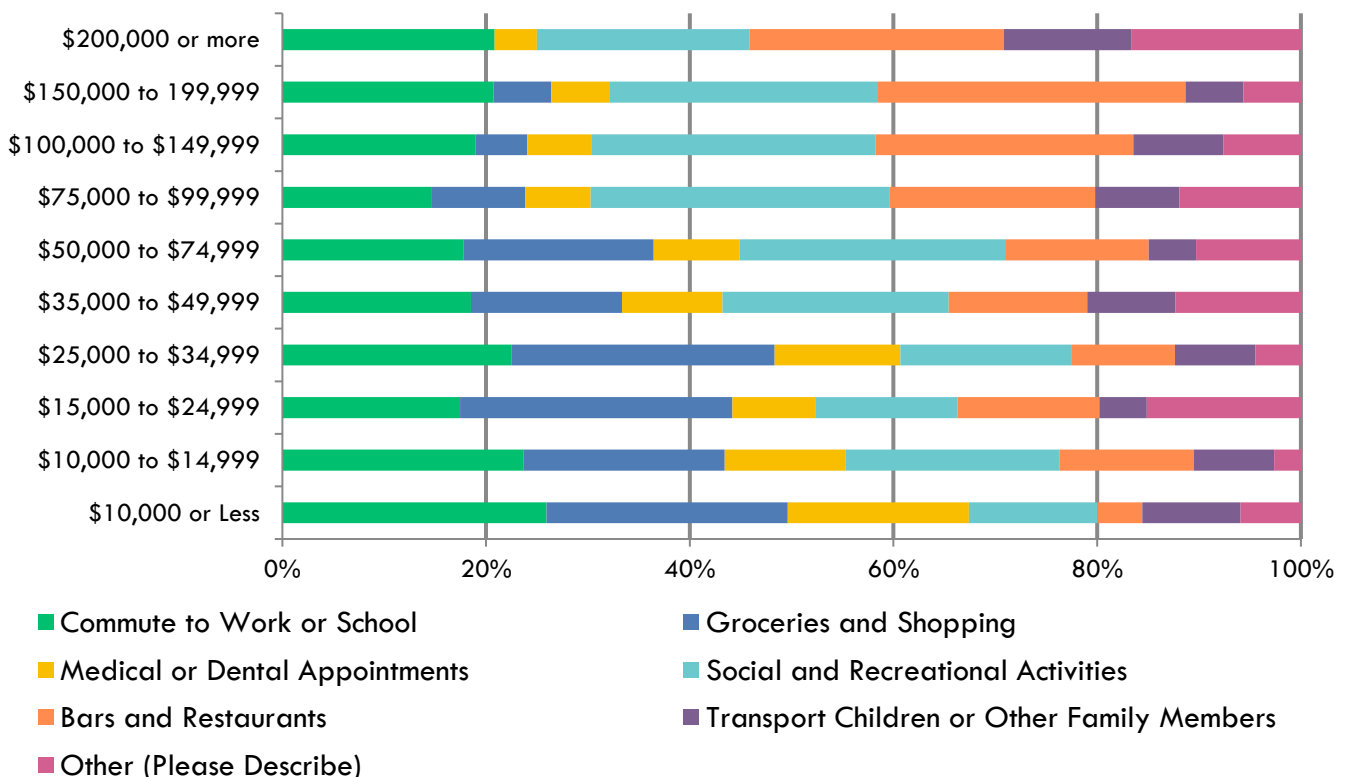
Trip purpose was fairly consistent across genders, however female respondents were significantly more likely than male respondents to say they used the On-Demand Rideshare service for “Groceries and Shopping”, “Medical or Dental Appointments”, and “Transporting Children or Other Family Members”.

Trip Purpose by Income

Households with annual incomes of \$35,000 or less reported using the On-Demand Rideshare service for “Groceries and Shopping” at a significantly higher rate. Households making \$35,000 - \$74,000 annually also use the service for “Groceries and Shopping”, but with only 30% of respondents in this income category reporting as such compared to 50% of respondents with household incomes less than \$35,000. Further, households with annual incomes less than \$10,000 indicated a greater use for “Medical or Dental Appointments”.

Conversely, households with annual incomes of \$50,000 and above indicated using the service for “Social and Recreational Activities” and “Bars and Restaurants” at higher rates. Respondents across all income categories selected “Commuting to Work or School” and “Transporting Children or Other Family Members” at similar rates.

Figure 7. Reported Trip Purposes by Annual Household Income (470 Responses)



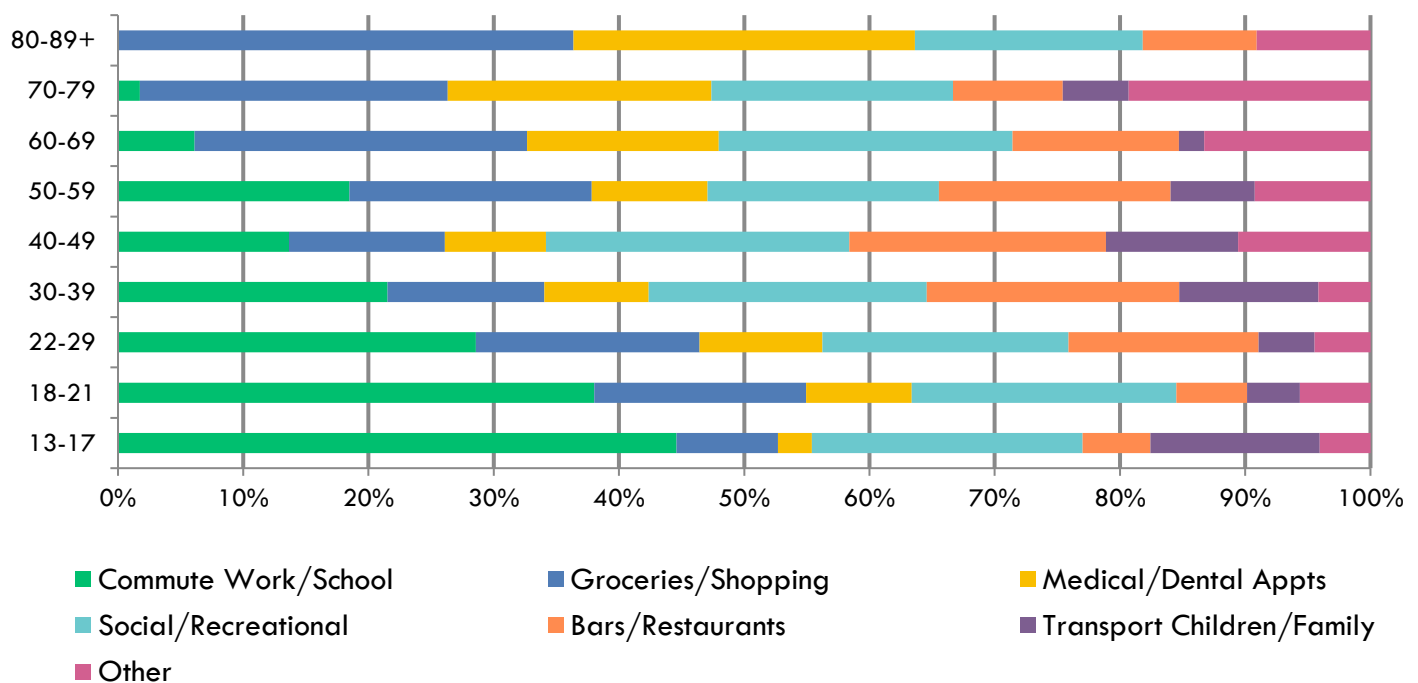
Trip Purpose by Age

Clear patterns emerged when trip purpose was examined across age categories. Younger ages groups (13-29), especially High School aged respondents, appear to be using the service at significantly higher rates (50%-80%) for compulsory trips (“Commuting to Work or School”), as well as for non-compulsory trips (“Social and Recreational Activities”). Young adults (ages 18-29) appear to use the service at a slightly higher rate for “Groceries and Shopping” than High School aged respondents. Generally, this may indicate that younger people gain independence and increased access to jobs, education, and daily amenities through use of the service.

At the other end of the age spectrum, older adults demonstrated a distinctly different profile of trip purposes using the On-Demand Rideshare service, especially for those at or around the standard retirement age (~60+). As would be expected, use of the service for commuting dramatically plummets for respondents in these age groups. On the contrary, Seniors appear to be primarily using the service for daily goods and services such as “Groceries and Shopping” and attending “Medical or Dental Appointments”, alongside some social and recreational trips. A majority of older adults who selected “Other” as one of their responses chose to do so in order to provide additional detail on their trips, specifying non-medical appointments and visits to the library or the homes of friends and family as examples. This indicates that the older adult community is using the service to connect with daily goods and services, while also better accessing civic resources and social opportunities.

Respondents in middle age groups (30-59) indicated that their primary use of the rideshare service is for non-compulsory trips, especially “Bars and Restaurants” and “Social and Recreational”. Unsurprisingly, since they are more likely to have dependent children and/or aging parents, these age groups also reported using the service to “Transport Children or Other Family Members” at higher rates. Middle aged respondents indicated slightly lower use of the service for commuting, groceries or appointments.

Figure 8. Reported Trip Purposes by Age (482 Responses)



Overall Mode Shift

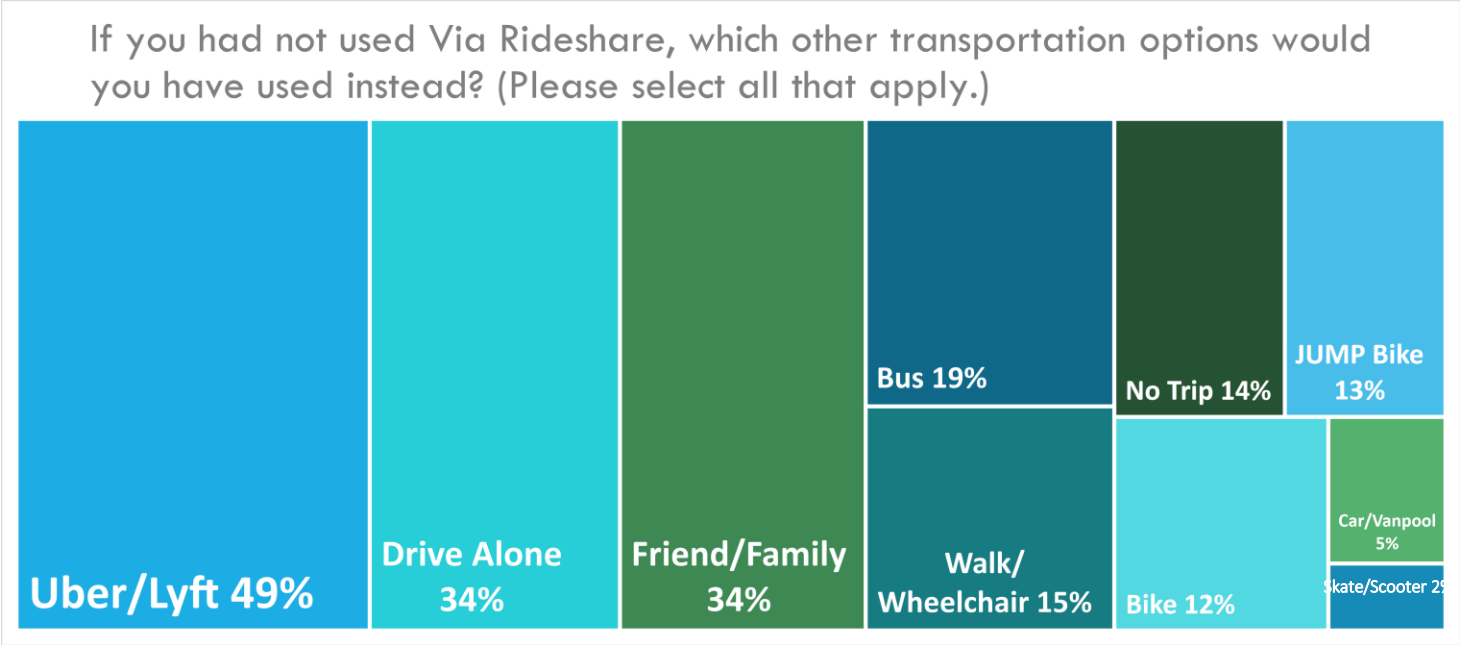
Two questions were included to learn more about potential impacts of the service on travel behaviors. The first asked respondents to identify which other modes they would have used instead if the rideshare service was unavailable, and the other asked respondents to estimate the degree to which they have altered their use of certain modes.

Clear patterns emerged across all respondents when asked which mode they would have taken if the rideshare service was unavailable. This question allowed respondents to select all that applied, which also helped to create a modal profile of respondents, particularly when cross-referenced with age, gender, and household income. However, it is important to note that this question **did not** provide an indication of the *quantity or frequency* of trips replaced on each mode selected by respondents. The results of this question do, however, provide insights on which modes a majority of respondents said they were shifting from, in general.

By a significant majority, the top three modes respondents said they would have used if the rideshare service was unavailable were “Uber/Lyft”, “Drive Alone”, and “Driven by a Friend or Family Member”, as shown below. Of 521 responses, almost **50% (234 respondents)** said they would have used Uber/Lyft for some trips if the City’s rideshare service wasn’t an option. The rideshare service appears to be used by the community as a substitute good by providing a more affordable service with a similar level of convenience as Uber/Lyft. Similarly, **30% (159)** said they would have driven alone or gotten a ride from a friend or family member.

These responses may signal reductions in vehicle miles travelled (VMT) resulting from the On-Demand Rideshare pilot, however additional analysis will be required to more precisely quantify the potential magnitude of such impacts. Similarly, net VMT impacts will need to be considered alongside potential reductions in the use of lower VMT modes, such as riding a bus or walking. For example, nearly **20% of respondents said they may have taken the bus, if rideshare was unavailable**. Additional research will work to better understand the degree to which bus users may be switching to rideshare, and which routes they may be riding less often.

Figure 9. Overall Mode Shift (521 Responses)



Overall Mode Shift, Continued

14% (65 respondents) said they may not have taken a trip at all if the rideshare service wasn't available. This may imply a latent demand for transportation, possibly from mobility-underserved communities, which may also signal a resulting increase in VMT. Additional analysis with UC Berkeley will also help assess the net impact of the pilot rideshare service on overall VMT alongside improved mobility for underserved communities.

Mode Shift by Gender

No significant differences were observed between men and women in terms of mode shift responses, except that **men were 2.5 times more likely to shift from biking**. This is best explained by the fact that men are generally more likely than women to choose biking as a mode of transportation, as evidenced by several other studies.

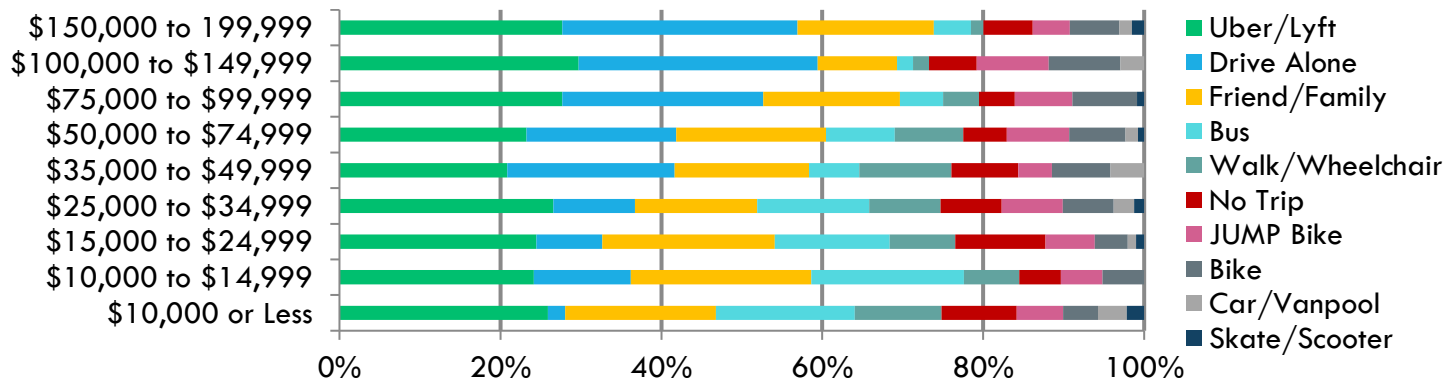
Mode Shift by Annual Household Income

A clear relationship was observed between household income and mode shift. Perhaps unsurprisingly, higher income households, especially those making more than \$75,000, stated that they would have driven alone instead of taking the rideshare service at a significantly higher rate than lower income households. Similarly, respondents from lower income households, especially those making less than \$25,000 a year, were significantly more likely to have taken the bus, walked, or not taken the trip at all.

These results may indicate that **traditional “choice” transit riders from higher income households may be more likely to switch from their personal vehicle to the City’s rideshare service** over traditional fixed route service. Combined with the trip purpose findings discussed above, it also seems feasible that these riders are driving alone less for non-compulsory trips, such as visits to local bars and restaurants.

On the other hand, these results also indicate that **traditionally transit-dependent households lacking access to a personal automobile may be switching to the rideshare service from less convenient or less comfortable modes to complete compulsory trips**, such as commuting to school or work, or running errand for groceries or other amenities. Although there may be some health benefits lost where respondents are walking less, it is equally important to acknowledge potentially significant savings in both time and financial costs.

Interestingly, shifts from other options including Uber/Lyft or getting rides from friends or family were fairly static across all income categories, indicating that demand for a more affordable service of this type may have existed in the community prior to the launch of the On-Demand Rideshare pilot. **Figure 10. Mode Shift by Annual Household Income**



Mode Shift by Age

As was the case for trip purpose, age was a determining factor in which modes respondents said they were shifting from. **Shifts from Uber/Lyft were largely attributable to respondents aged 18-59**, with over 50% in each age group selecting this response. Uber & Lyft do not allow riders under 18 to ride alone, which explains a significantly lower response from respondents age 13-17. In some cases, older adults were less likely to use Uber/Lyft due to the required use of a Smartphone. However, some older adults may also have fixed incomes, making these services potentially inaccessible to them and explaining why fewer respondents age 60+ selected this response.

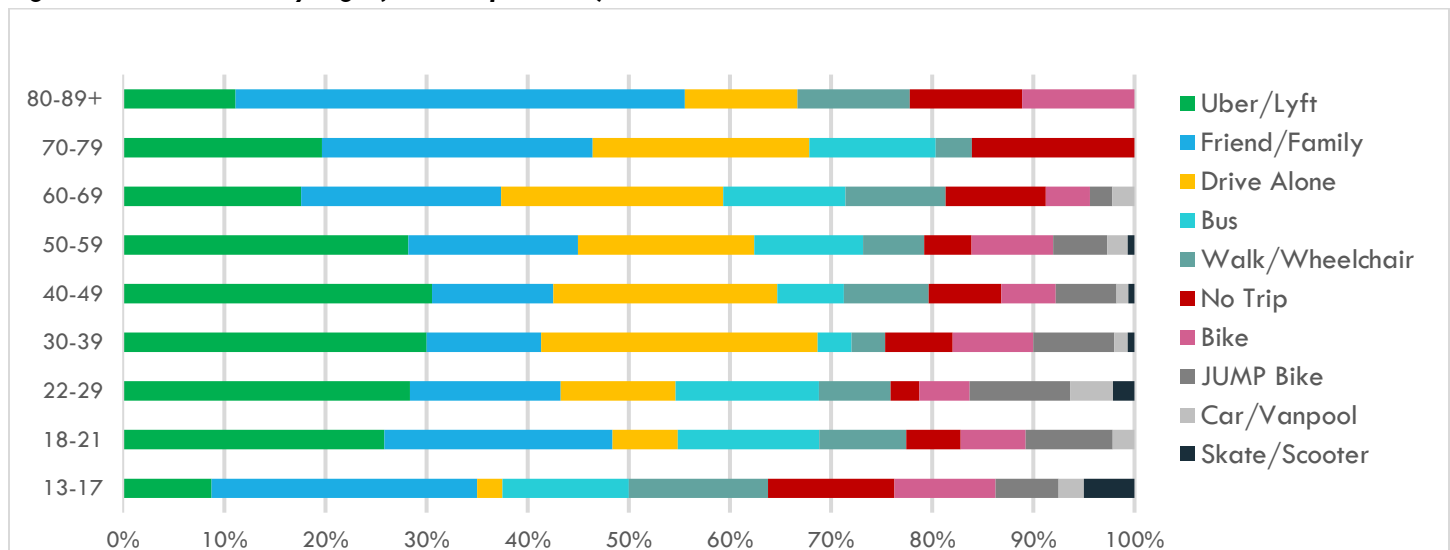
Not unsurprisingly, age groups that tend to be more dependent on others for transportation reported a higher rate of shifting from rides from friends and family, namely younger respondents that either cannot legally drive or may not own a car, and especially older adults (70+) who may have physical limitations that prevent them from driving or perhaps can't afford a car. This was especially pronounced among respondents aged 80+.

Respondents aged 30-79 reported shifting from driving alone at a significantly higher rate than other age groups. **Over half of respondents age 30-39 said they would have driven alone instead**, along with roughly 30-40% of subsequent older age groups. Interestingly, and in line with anecdotal evidence received regarding the rideshare program, many older adults expressed that they were more willing to give up driving a personal vehicle as often because of having the rideshare service as an option. Responses to this question seem to support this shift, especially among those aged 70+.

Respondents most likely to report switching from the bus tended to be younger, specifically under the age of 30, or older (70+). Younger respondents (age 18-20) were significantly more likely to have used JUMP bikes, and respondents aged 13-17 were the most likely to have walked, ridden their own bike, skateboard or scooter.

Respondents aged 13-17 and aged 70-79+ were the most likely across all age groups (about 25% from both age groups) to have not taken the trip at all. This may indicate that the rideshare service is improving the range of mobility options for the youngest and oldest members of the West Sacramento community.

Figure 11. Mode Shift by Age (521 Respondents)



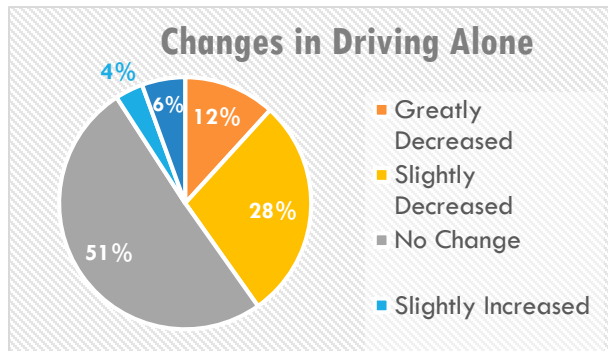
Changes in Transportation Choices: Direction and Degree of Shift from Key Modes

In addition to a general question about mode shift, a secondary question was included to better understand the extent to which respondents felt their transportation choices were being impacted. The question was designed as a matrix that focused on four (4) key modes of interest: driving alone, riding the bus, using paratransit services, and walking or biking. It also included a question asking if the rideshare service had impacted how often they left their home to provide an indication of latent or induced demand for transportation resulting from the service.

Lastly, respondents were asked to indicate the extent to which their overall satisfaction with the City's transportation system had changed. Responses options were provided on a 5-point Likert scale ranging from Greatly Decreased, Slight Decreased, No Change/Stayed the Same, Slightly Increased, or Greatly Increased. An "N/A" option was provided for responses that respondents felt did not apply to them, such as paratransit.

As a result of your Via Rideshares use, how have your transportation choices changed, if at all? If an answer doesn't apply to you, select "N/A".

Figure 12. Changes in Driving Alone (487 Respondents)



Of 306 respondents that indicated driving alone applied to them, **40% said the amount they drive alone slightly decreased (28% or 87 respondents) or greatly decreased (12% or 36 respondents)** as a result of the rideshare service. Half said there was no change to how often they drive alone. Respondents most likely to say they're driving less **tended to be middle aged (30-69) and earn \$35,000+ a year.** Changes in driving alone did not vary by gender.

Notably, 181 respondents indicated that this option did not apply ("N/A" response), which may imply to some extent that they lack access to use an automobile for transportation. Respondents selecting "N/A" were evenly represented across age and gender but came predominantly from households making less than \$35,000 a year.

Changes in Transit Use (Bus & Paratransit)

Out of 276 respondents that indicated that riding the bus applied to them, **41% of respondents said their use of the bus has slightly decreased (16% or 44 respondents) or greatly decreased (25% or 70 respondents).** Interestingly, **12% of respondents (31 respondents) said their bus use has slightly increased (6%) or greatly increased (6%)** as a result of the rideshare service. Half said they haven't changed their bus use at all.

Those who report the greatest decrease in their bus use were predominantly women (32% females greatly decreasing bus use compared to only 17% male), households making less than \$35,000 a year, and tended to be either younger or older, between the ages of 13-17, 20-29 or over the age of 70.

Although most indicated this option did not apply (326 "N/A" responses), a small number indicated changes to use of paratransit. However, the exact same number of people (24%) cited an increase as those that cited a decrease, indicating no impact on demand for paratransit. Many paratransit trips are destined to medical facilities in adjacent cities, so these findings are generally in line with expectations.

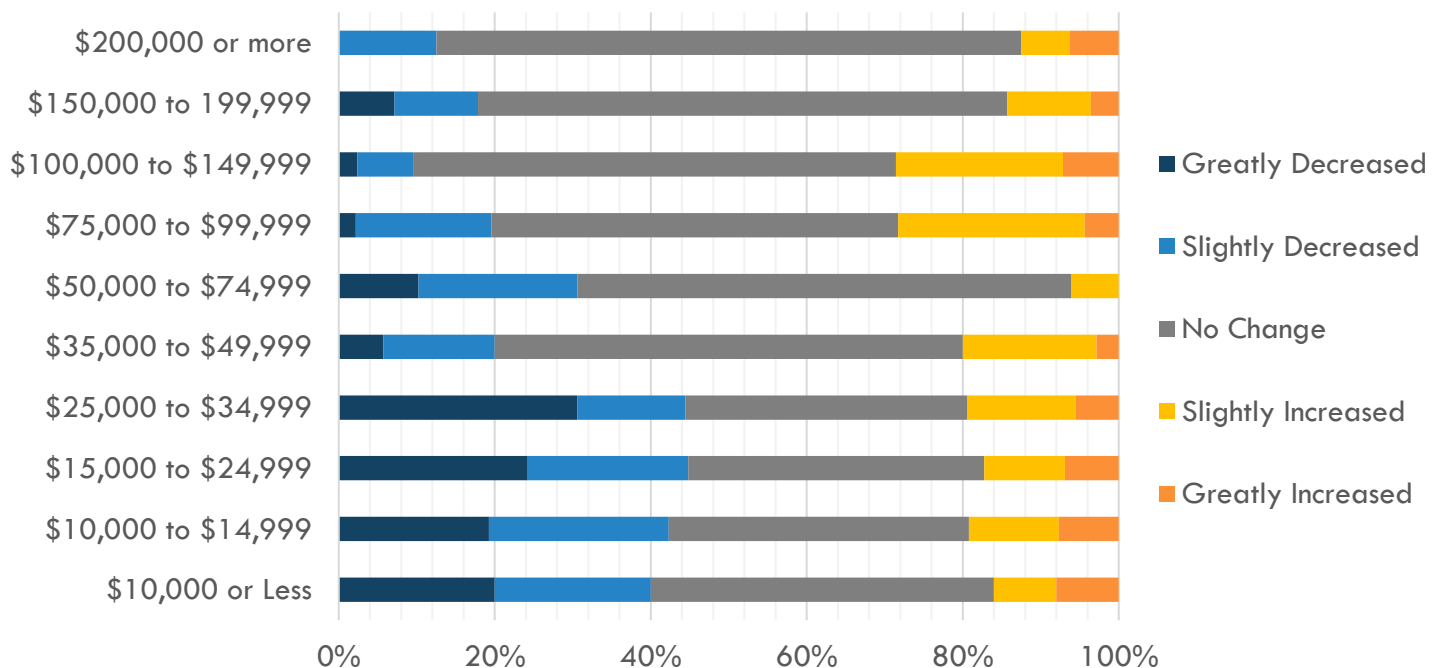
Changes in Walking or Biking

Out of 381 respondents who said this option applied to them, **most (54%) said they have had no change to how often they choose to walk or bike.** 28% said their walking and biking has slightly decreased (16% or 59 respondents) or greatly decreased (12% or 59 respondents), yet the remaining 18% said they have slightly increased (13% or 48 respondents) or greatly decreased (5% or 18 respondents) how often they walk and bike.

Although some respondents appear to be replacing active transportation trips with the rideshare service, others may actually be linking their trips by using a mix of walking or biking on either end of their trip. Since the rideshare service uses a “Virtual Stop” model that requires users to walk up to 200-500 feet, this may be a contributing factor to respondents making this selection. However, ample data has also suggested that some users make trips Downtown using rideshare service to connect with a JUMP bike or on foot.

Respondents who said they are **walking and biking less** tended to be on the slightly **younger or older** side (under 30 or over 60) and were significantly more likely to come from households **making less than \$35,000** a year. Interestingly, those who said they are **walking or biking more** often because of the rideshare service were significantly more likely to be **in their 30's** and from household's earning an annual income of **between \$75,000-\$149,999 or less than \$10,000 a year**, as shown in Figure 13 below.

Figure 13. Changes in Walking or Biking by Annual Household Income (486 Respondents)



Changes in Demand for Transportation

Out of 424 responses, many respondents (45%) said there was no change to how often they left their home as a result of the rideshare service. However, exactly half (50%) **said that the rideshare service has slightly increased (29%) or greatly increased (21%) how often they leave their home.** Some of these increases may be attributable to accommodating latent demand from underserved communities, while others may be induced by the introduction of the rideshare service as an option. This response was **consistent across all incomes, ages, and genders**, although younger people (age 13-17) were slightly more likely to select “Greatly Increased”.

Changes in Overall Satisfaction

Out of 446 respondents, three out of four (75%) of all respondents said their satisfaction with the City's transportation system had grown because of the rideshare service, with an impressive **55% (244 respondents) saying it has greatly increased, and another 22% saying it had slightly increased.**

In other words, respondents across all ages, incomes, and genders said they were overwhelmingly pleased by the addition of rideshare service to the City's menu of mobility options.

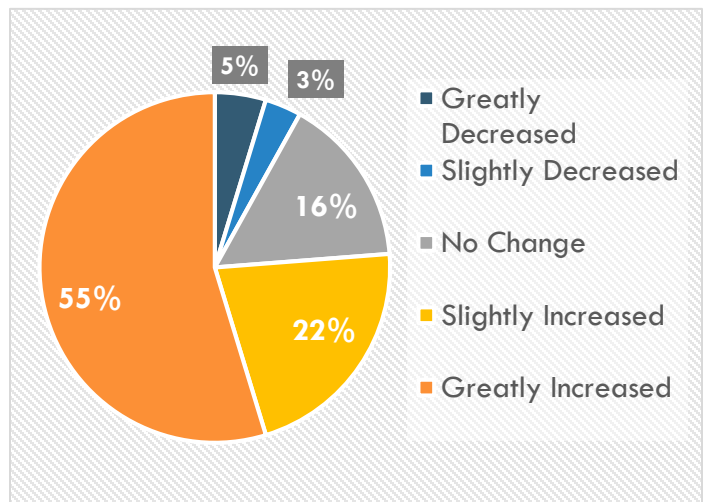


Figure 14. Satisfaction with the City's Transportation System

Summary of Travel Behavior Impacts

Riders are less reliant on Uber/Lyft, driving alone, and getting rides from others because of the rideshare program. Half of respondents said they are using the rideshare service instead of taking Uber/Lyft, and 34% said they use it instead of driving alone or catching a ride from a friend or family member. These responses may be early indications of potential reductions in vehicle miles travelled associated with ride-hailing, driving alone, or getting rides from others, but more analysis will be necessary to quantify impacts.

Middle-aged respondents from households with slightly **higher incomes** were more likely to say they are **driving alone less often** because of the rideshare service, which may be correlated with higher rates of auto-ownership among middle and upper income households. Interestingly, a fair number of **Seniors (60+)** also said they were driving alone less, possibly indicating that the rideshare service facilitates the decision of older adults to **give up driving sooner**. Those switching from Uber/Lyft were primarily between the age of 18-60 but were evenly represented across gender and income.

Rideshare gives Youths and Seniors more independence and more convenient mobility options.

Riders who said they would have gotten a **ride from a friend or family member** if the rideshare service was unavailable were most likely to be **Youth (18 or under) or Seniors (60+)**. Similarly, respondents aged **13-17 and 70+** were most likely to have **not taken the trip at all** if rideshare was unavailable. This may indicate that rideshare is helping to meet latent demand for mobility among the youngest and oldest community members.

Those reporting the greatest drop in bus use were predominantly women (32% females greatly decreasing bus use compared to 17% male), households making less than \$35,000 a year, and were more likely to be younger (13-17, 20-29) or older (70+).

Minor decreases in walking and biking, especially among men.

People who said they were walking or biking less were predominantly men, were more likely to be under 30 or over 60 and to come from slightly lower income households. However, respondents in their 30's, especially those from middle or upper income households, said they are walking or biking more because of the rideshare service.

Quality of Life Impacts

Questions were also included to obtain a sense of how the rideshare service may be impacting factors that contribute to overall quality of life, such as access to healthy foods or one's sense of independence.

As a result of your Via Rideshares use, how have the following aspects of your life changed, if at all? If an answer doesn't apply to you, select "N/A".

Overall Quality of Life Impacts

Respondents were asked to use a 5 point Likert scales to indicate the degree to which various aspects of their quality of life had greatly decreased, slightly decreased, stayed the same (no change), slightly increased, or greatly increased. Respondents had the option of marking "N/A" if they did not feel a response applied to them. The key variables for which respondents were asked to describe direct impacts resulting from their use of the rideshare program included: how safe they feel getting around town, their sense of independence, visits to local businesses, participation in social activities, civic or community engagement, access to healthy foods or medical care, and monthly transportation costs. An increase in any category would be viewed as an increased quality of life, except for transportation costs.

Generally, a majority of respondents said they felt safer getting around town and experienced greater sense of independence as a result of using the rideshare service. **Specifically, 66% said they feel safer getting around town and 59% had a greater sense of independence. More than half said they are visiting local businesses more often or participating in social activities as a result of their use of the rideshare service, and around 40% said they are more civically engaged, have better access to healthy foods or medical care, and are spending less on transportation expenses every month.**

Sense of Safety

One of the biggest takeaways related to quality of life was that the On-Demand Rideshare service has increased how safe riders feeling getting around town. Out of 432 respondents, 66% said their sense of safety had grown, with 31% (132 respondents) saying they felt slightly safer and 35% (153 respondents) said their sense of safety had greatly increased. Roughly one-third said they experienced no change, and less than 2% said they experienced a decrease.

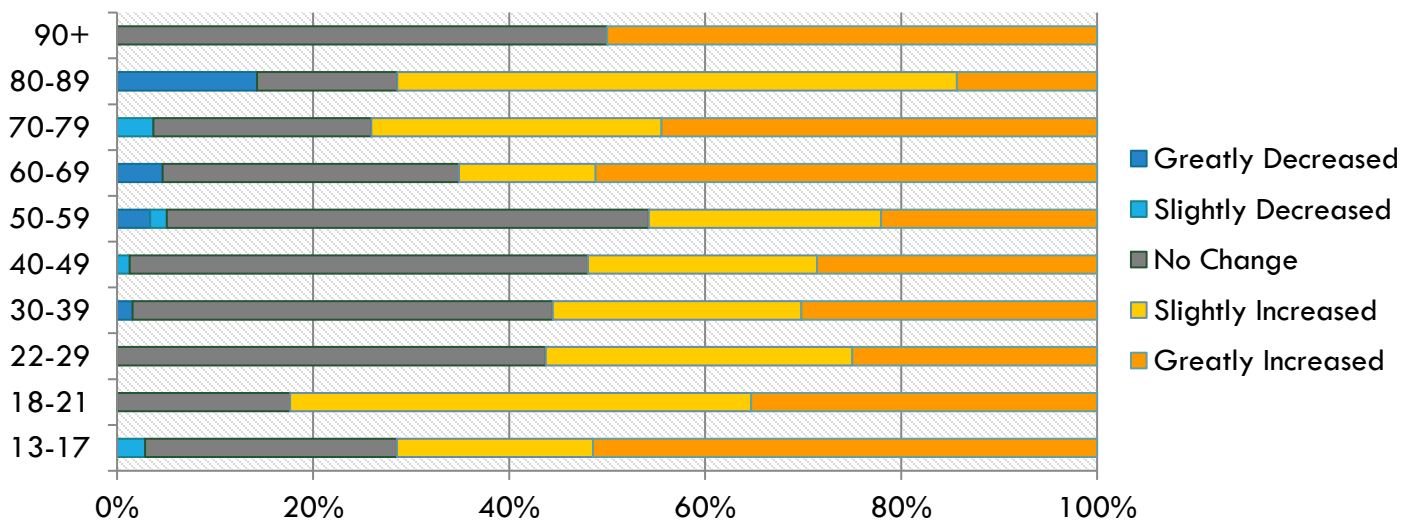
Respondents who cited an increased sense of safety were slightly more likely to be female, with **12% more women reporting a "Greatly Increased" sense of safety compared to men.** 30% of respondents in all income categories said their sense of safety felt greatly increased. However, this was especially pronounced among households making less than \$35,000 a year. This response was fairly consistent across age groups, but with slightly higher responses from those under the age of 21 or over the age of 70.

Sense of Independence

Similarly, a significant number of respondents (59%) reported an increased sense of independence resulting from their use of the rideshare service. Out of 403 responses, 26% (105 respondents) said they felt slightly more independent and 33% (133 respondents) said their independence was greatly increased. A little bit more than a third said they experienced no change and less than 3% said they felt they experienced a decreased.

Although increases in independence were reported across age, income, and gender categories, **those who appeared to benefit the most from increased independence tended to be women** (10% more women said their independence was “Greatly Increased” compared to men), respondents from **households earning \$10,000-\$35,000 a year**, and respondents **under the age of 21 or over the age of 60**.

Figure 15. Changes in Sense of Independence by Age (403 Respondents)



Visits to Local Businesses

Out of 394 responses, about **56% said their visits to local businesses had slightly increased** (35% or 133 respondents) **or greatly increased** (21% or 83 respondents). 41% reported no change, and less than 4% reported a decrease. This response was fairly consistent across age, income, and gender categories, however, respondents in the 30's-40's and those over 80+ were most likely to report a slight increase, while those over 60+ were most likely to report their outings as “Greatly Increased”.

Participation in Social Activities

Out of 387 responses, about **55% said their participation in social activities had slightly increased** (33% or 129 respondents) **or greatly increased** (22% or 84 respondents). 43% reported no change, and less than 2% reported a decrease. Women were twice as likely as men to report that their participation in social activities had “Greatly Increased”. Responses were slightly mixed, but generally consistent across ages and household incomes.

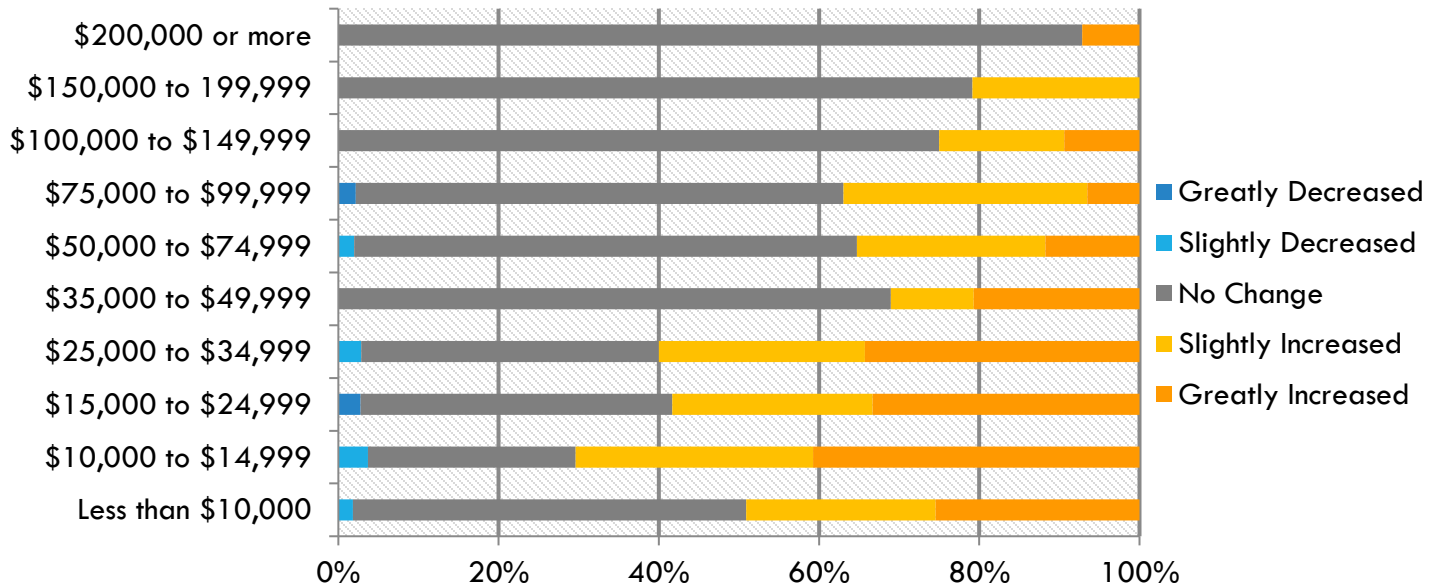
Civic or Community Engagement

Out of 350 responses, about **43% said their civic or community engagement had slightly increased** (27% or 96 respondents) **or greatly increased** (15% or 53 respondents). 55% reported no change, and less than 2% reported a decrease. Women were more than twice as likely to say their civic or community engagement had “Greatly Increased”. Responses were slightly mixed, but generally consistent across ages and household incomes.

Access to Healthy Foods or Medical Care

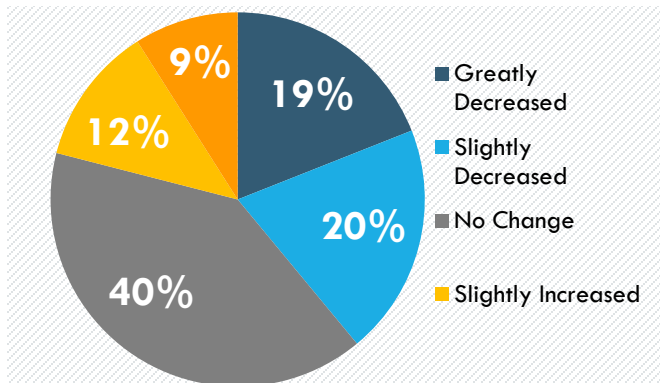
Out of 362 responses, about **41% said their access to healthy foods or medical care had slightly increased** (22% or 81 respondents) **or greatly increased** (19% or 69 respondents). 57% reported no change, and less than 2% reported a decrease. Respondents most likely to report an increase in access to healthy foods or medical care were slightly **more likely to be under the age of 21 or between ages 60-80**, were **twice as likely to be women**, and were significantly more likely to be from a household earning **less than \$35,000 a year**.

Figure 16. Changes in Access to Healthy Foods or Medical Care by Annual Household Income



Monthly Transportation Costs

Of 403 responses, about **40% said their monthly transportation expenses had slightly decreased** (20% or 82 respondents) **or greatly increased** (19% or 78 respondents). 40% reported no change. 12% (47 respondents) cited a slight increase and another 9% (36 respondents) reported that their monthly expenses greatly increased. This may be indicative of the service supporting latent demand for this type of transportation option or could be reflective of an induced demand effect of more options being made available.



Generally, cost savings were reported fairly consistently across gender, age and income categories. **Seniors (age 60+) and respondents in their 20's were slightly more likely to be benefiting from monthly savings.** Those aged **13-17 were more likely to be paying more**, possibly indicating that a latent demand for youth mobility options may have existed in the community.

Figure 17. Overall Changes in Monthly Transportation Costs

Summary of Quality of Life Impacts

The On-Demand Rideshare service makes users feel safer getting around town and provides a greater sense of independence, especially for youth and Seniors.

66% of respondents feel safer getting around town and 59% had a greater sense of independence, and 41% said their access to healthy foods and medical care had increased, especially among women, younger (under 21) and older (60+) riders, and those from households earnings less than \$35,000 a year.

Via riders are frequenting local businesses and participating in social activities more often.

More than half of respondents, especially women, said they are visiting local businesses or participating in social activities more often due to their use of the rideshare service.

Most riders are saving on monthly transportation expenses, but teenagers say they're spending more.

Monthly transportation expenses were reported fairly consistently across gender, age and income categories. Seniors (age 60+) and respondents in their 20's were slightly more likely to be benefiting from monthly savings. Those who said they are paying more because of the rideshare service were more likely to be aged 13-17, indicating a latent demand for youth mobility options may exist in the community.

Conclusion

Community members of all ages greatly enjoy using the On-Demand Rideshare service and are very satisfied with its addition to the City's transportation network. A multitude of benefits ranging from independence for youth and seniors, a greater sense of safety for women, and potential reduction in VMT from riders shifting from Uber/Lyft or driving alone hint at the success of the Pilot. As additional research is conducted with UC Berkeley, more depth will be added to an understanding of the scale and magnitude of travel behavior impacts. Ultimately, this information may help guide City Council's decision on whether to continue the program.



Regular Agenda Item 5
Exhibit 3: River North Transit LLC (Via) Proposal #1 (in response to RFP)

On-Demand Service in Member Cities and Contract Cities

Denton County Transportation Authority
MaaS Task Order #2

August 31, 2020



Submitted by River North Transit LLC
(A wholly owned subsidiary of Via Transportation, Inc.)

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Please note: the content of our proposal begins on p. 5 and concludes on p. 33, falling within the revised 30 page limit communicated in Addendum 5. Our additional material begins on p. 36 and concludes on p. 61, falling within the 30 page limit set in Addendum 3.

Addenda acknowledgment forms follow our proposal and are excluded from the page count.

**River North Transit LLC**

160 Varick Street, Floor 4

New York, NY 10013

www.ridewithvia.com**August 26, 2020**

To the Evaluation Committee:

Please find herein River North Transit's (Via's)¹ response to MaaS Task Order #2: On-Demand Service in Member Cities and Contract Cities. We propose to provide a turnkey, on-demand transit solution for Denton County Transportation Authority (DCTA).

DCTA envisions a future in which strategic partnerships with cutting-edge mobility providers can offer a growing county a wealth of attractive, technology-driven public transit options. DCTA seeks to invest not only in future transit projects, but a new model for a public transit agency: that of Mobility Manager, rather than service operator. As transit technologies evolve at an ever-increasing pace, this kind of flexible model guarantees that DCTA's riders will always receive the very best and latest in transit technologies and solutions.

At Via, our team of engineers, transit planners, and operations experts builds and manages innovative, flexible software to transform all aspects of public mobility. With more than 100 worldwide deployments, our technology is highly adaptable to local use-cases and has powered more than 80 million rides in cities, suburbs, rural areas, transit deserts, and university campuses. Via powers mobility services in Arlington, Austin, and Fort Worth, and we are particularly excited to expand shared mobility services in Texas, where public transit operators are innovating quickly to offer attractive alternatives to driving.

We welcome the opportunity to respond to this task order, and look forward to learning even more about DCTA's vision for the future of public transit.

Sincerely,

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¹ River North Transit LLC is a wholly owned subsidiary of Via Transportation, Inc., the world's leading provider of innovative mobility solutions. River North Transit LLC enjoys full access to the parent company's technology, expertise, and personnel. From here forward, we will simply refer to the applying entity as "Via," reflecting the highly-integrated nature of the Via Group.

A. Introduction and Background

A.1 Project Background and Goals

With its master-on-call-contract RFP for MaaS providers last spring, DCTA announced its intentions to leap into the future of public transit: a modern, integrated, end-to-end system that facilitates seamless mobility throughout DCTA's member cities.

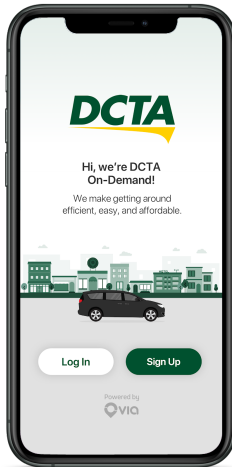
DCTA has already made significant capital investments in transit, most notably in the commuter A-Train. These investments have drawn, and will continue to draw, new business, young professionals, and families to the region. But with a predicted influx of 12 million people to Denton County over the next 20 years (according to the Texas Transportation Plan 2040), the agency recognizes that flexible, non-traditional transit modes are critical for keeping pace with rider needs in a rapidly changing community. The COVID-19 pandemic has only concretized the need for transit to be flexible and responsive. As ridership temporarily declines, traditional fixed route services struggle to remain fiscally viable -- especially when many DCTA Connect services already have long headways, making further reductions impractical.

With this task order, DCTA will launch a new, integrated on-demand service at a time when flexible models are more crucial than ever. To be successful, DCTA needs a flexible partner who can manage the project from start to finish: a full-service firm that can offer transit planning and service design, innovative technology, and expert operations management. By procuring a service that is turnkey in every sense of the word, DCTA will continue its transition from operator to "Mobility Manager," an agency responsible for long-term planning, strategic goal-setting, and integration of an expansive range of mobility solutions tailored to the unique needs of member cities and the region.

DCTA's partner must be able to seamlessly integrate into the existing transit ecosystem while remaining flexible in the future. The agency has identified three critical elements to this integration, all of which Via is well-positioned to address:

- **Branding.** The on-demand provider must be able to offer a service that fits DCTA's existing brand identity, so that the new on-demand service is easily identifiable as regional public transit. Via can offer this branded service, with custom-wrapped vehicles and a DCTA-branded Rider App. Moreover, Via's expert marketing team will work with DCTA to promote the new service and **enhance the DCTA brand.**





- **Technology.** The on-demand provider must offer a proven, scalable system for routing and pooling passengers, while offering integrations with regional trip planning tools and providing valuable service data to aid future planning efforts. **Via's technology exceeds these requirements:** we have proven scale (over 80 million rides delivered so far), patented best-in-class routing technologies, proven capacity to integrate with a variety of transit platforms (Transit App, Jelbi, Curb, and -- forthcoming in our service with Trinity Metro) -- GoPass), and sophisticated data reporting with a commitment to transparency and data sharing.

- **Mobility hubs.** The on-demand provider must be able to integrate with future rideshare and bikeshare programs and encourage mixed-use, transit supportive development. Via services -- particularly our first- and last-mile services -- allow municipalities to reclaim valuable land near transit hubs by converting space set aside for parking. Rather than being occupied by hundreds of vehicles all day long, the space around transit hubs can be transformed into hubs of economic and community activity, anchored around accessible and sustainable mobility solutions.

Via will serve as more than an on-demand service provider: we will be a true partner to DCTA, committed to working with the DCTA team, member cities, and with local communities directly to achieve DCTA's ambitious goals and serve the region's communities with transit services at the forefront of innovation.

A.2 Via for Denton County

A.2.1 Via as Mobility Manager

At Via, we understand DCTA's goal of becoming a Mobility Manager because we fulfill that role with each of our deployments: we use our powerful technology and operational experience to build digital infrastructures connecting the best vehicle providers and drivers to riders seeking transit. We are the original provider of what we call "Transportation-as-a-Service," or TaaS, a service model in which we take on responsibility for every aspect of public transit -- a turnkey operation in every sense of the world -- by serving as Mobility Managers ourselves, providing short- and long-term strategic and operational oversight while trusted, qualified partners provide the rides. Our TaaS offering for DCTA will include:

- Comprehensive analysis of DCTA's existing service area, bus routes, train schedules, ridership, and demographics. We will leverage our resources to design and deploy DCTA's turnkey shared-ride service in a zone we determine collaboratively and to recommend multi-modal options that optimize service delivery.
- Applied technical expertise in transit planning and operations to identify priority service areas for the pilot and to build a sustainable plan for service zone expansions.

- A complete technology solution for on-demand service, including software that takes bookings in real time and distributes riders to the most efficient possible shared ride -- whether a Via vehicle or, if needed, other service providers according to a pre-set logic
- Regular data reporting and sharing, including standard and custom reports (on ridership, utilization, on-time performance, and more) as well as granular, ride-level data that can be downloaded and analyzed by DCTA as desired
- Integration with trip-planning applications, such as GoPass and Transit App, so that service quickly becomes a seamless part of DCTA's transit ecosystem
- Branded vehicles and vetted drivers, provided by brokering relationships with independent service providers (including independent contractor driver partners, background check vendors, drug- and alcohol-testing vendors, vehicle rental companies and fleet management companies, and cleaning services)
- Accessible service, both to ADA riders and riders without access to smartphones or credit cards
- Operational strategy and supply planning to scale service to meet demand both on the long- and short-term basis
- Live customer support provided to riders and drivers whenever service is in operation, and to DCTA by our Project Manager and 24/7 on-call technical teams
- Service hours that meet the current hours of DCTA's fixed route services, approximately 5:00am to 10:00pm

In addition to the above elements, required by DCTA, we will plan to include service marketing pre- and post-launch, including digital campaigns, press events, and community outreach. We have found that targeted, effective marketing is a critical component of a new, successful on-demand launch, and are happy to include this service at no extra charge.

A.2.2 Our Proposal

We understand that DCTA's vision for this task order is both ambitious and broad, with many details of resulting pilots to be finalized after responses are received and DCTA is fully aware of its options from available providers. Our goal in this response is therefore twofold:

1. We want to familiarize DCTA with all that Via has to offer, so the agency can make informed long-term planning decisions based on our response and others
2. We want to propose some concrete options for pilot services that we believe will have powerful impact on DCTA, its riders, and the region

The first goal informs the bulk of our proposal: throughout [Sections B, Scope of Work](#) and [C, Contractor Responsibilities: Launch and Operation](#), DCTA can find descriptions of our technology, work approach, and best practices for vehicle sourcing, driver recruitment, data sharing, customer service, transit planning and operational management.

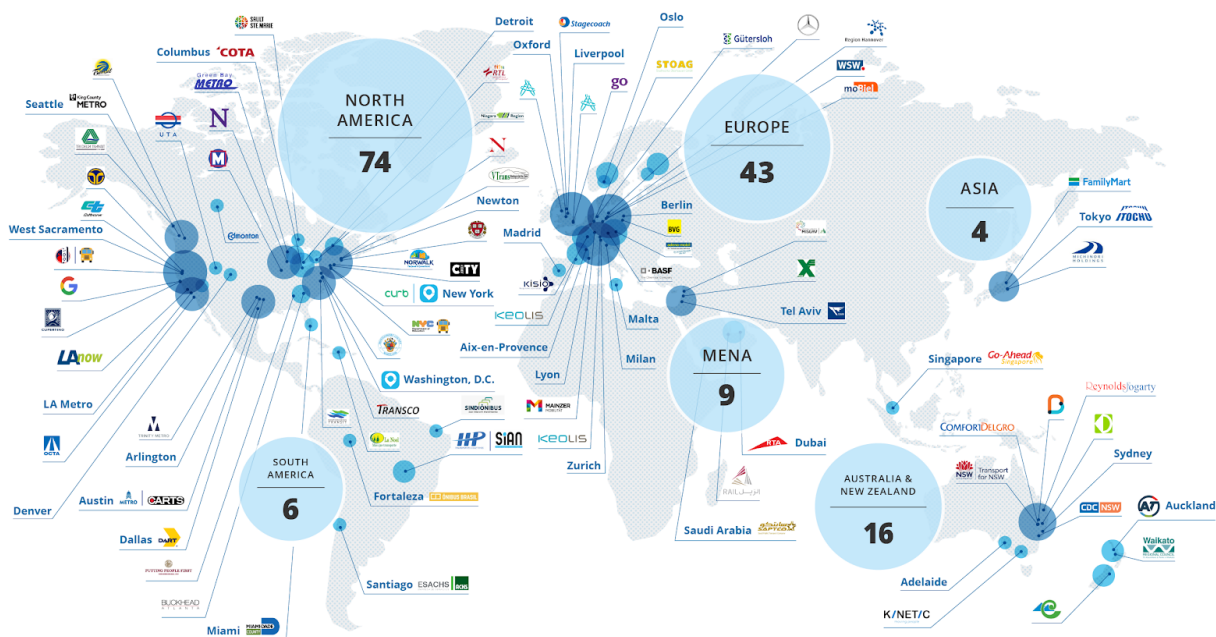
In [Section B.2, Service Plan](#) and [Section D, Price Proposal](#), we offer two concrete recommendations for

DCTA: a small pilot service of 4 vehicles that could be deployed in several locations to supplement or expand existing transit coverage, and a larger service of 8 vehicles designed to replace, at significantly lower cost, Lewisville Connect Lines 21 and 22. Both services would be fully accessible, meaning that in addition to serving students, commuters, and residents, we will be able to deliver ADA trips as well within our service zone.

These recommendations are meant to give a sense of the scale, potential use cases, and overall cost of our services -- **not** to bind DCTA to any particular model or foreclose future discussions. We understand that DCTA is actively pursuing transit consulting services to identify microtransit zones. Our own transit planning and operational teams would be happy to work with DCTA or its consultants to modify or completely redesign the services presented here. We view this proposal as the start of a conversation that will result in DCTA piloting its optimal on-demand transit service.

A.3 Via Experience

We are confident that we will deliver a high-quality, flexible service for DCTA because we have done it before: Via is the world's leading provider of public mobility solutions, with more than 100 public and private partners. These partnerships -- where we provide technology or, as in DCTA, manage all aspects of a transit service on behalf of a transit agency -- form the core of our business, and we are dedicated to helping each of our partners achieve their specific goals. We provide dynamic solutions for first- and last-mile services, citywide microtransit programs, fixed route buses, school bus systems, and ADA paratransit systems. Below, find our global deployment map:



All over the world, our services have consistently demonstrated that on-demand transit is an important complement to other modes, including traditional fixed routes and emerging services like micromobility. In partnerships with Hampton Roads Transit in Virginia and Green Bay Metro in Wisconsin, we have been able to revolutionize ADA paratransit systems, which traditionally require in-advance booking through outdated technology, to significantly improve the rider experience and system on-time performance

For Denton, Lewisville, and Highland Village, we could imagine expanding our partnership in the future to offer a county-wide service designed to drive ridership to high-volume fixed route bus and train lines, with connections at the Downtown Denton Transit Center, the Texas Health Presbyterian Park and Ride, A-Train stops, and other regional hubs. We could also serve as a supplement to DCTA's paratransit system. Our transit planners would be happy to talk with DCTA about full-zone on-demand options that can provide a seamless, end-to-end experience with easy connections to fixed-route transit.

Below, find brief summaries and references for three of our turnkey services that demonstrate the range of our experience and possible models for DCTA. Full case studies of these and other services are available in [Appendix C, Case Studies](#).

"Arlington On-Demand," Arlington, Texas

Via has served as nearby Arlington's only form of public transit since our launch in 2017, when we replaced the low-volume Metro Arlington Xpress ("MAX") bus with a fully on-demand, city-branded, turnkey transportation service.

In close collaboration with the city, we have expanded our zone several times since launch, and aim to provide on-demand coverage all of Arlington within the coming year. In addition, we offer a zone "island" at the CentrePort Transit Station, allowing connection to the Trinity Railway Express. As our partnership with the City has grown, we also plan to pilot autonomous vehicle (AV) technology within the region as soon as Spring 2021.



Reference: Alicia Winkelblech, Assistant Director of Strategic Planning, City of Arlington
Alicia.Winkelblech@arlingtontx.gov | 817 459 6686



“Via to Transit,” Seattle, Washington

In Seattle, our “Via to Transit” service works to connect riders from underserved areas to key stops along the city’s robust light-rail and fixed route bus network. We partner with both King County Metro and Sound Transit to offer the service.

Our model -- which requires rides to begin or end at a transit stop -- allows Seattle to make the most of their

capital investment in public transit while providing a more flexible, convenient service for riders than a low-frequency circulator could ever achieve. For a seamless transit experience, we offer full integration with Seattle’s public transit payment system, ORCA, similarly to how we plan to integrate with GoPass for DCTA.

Reference: Casey Gifford, Innovative Mobility Project Manager, King County Metro

cgifford@kingcounty.gov | 216 263 0118

BFT Connect, Tri-Cities, Washington

In the Tri-Cities area of central Washington, providing frequent fixed route service with adequate coverage is a challenge for Ben Franklin Transit. Via’s BFT Connect service, offered in partnership with the agency, offers an affordable daily commute by connecting riders to key fixed-route hubs. With an average wait time of 7 minutes -- compared with 30 to 60 minute headways for fixed route service -- Via offers reliable and frequent service.



Launched in April of 2020, BFT Connect is notable for its seamless launch and critical service adjustments at the outset of the COVID-19 pandemic. Though initially conceived to only provide service to fixed route transit, we quickly adjusted our offering to connect riders to essential services like grocery stores and health care centers throughout the service zones. Whether riders are returning to work or heading to Walmart for a weekly grocery trip, BFT Connect provides a safe and reliable ride.

Reference: Keith Hall, Director, Planning and Service Department, Ben Franklin transit

khall@bft.org | 509 735 4131

A.4 Evaluation Criteria

For ease of evaluation, in [Sections A.4.1-A.4.6](#), we list the evaluation criteria in the Task Order and provide direction on the places in this proposal in which DCTA can find the details on our plans to meet or exceed each requirement.

A.4.1 Project Cost

Via prices our TaaS services on the basis of fully-loaded vehicle hours, where our fixed costs are distributed across our total service hours delivered. However, if DCTA would be interested in allocating more costs to capital rather than operating expenditures, we would be happy to reformulate our pricing to include an installation fee and a lower hourly rate.

Included in our fully-loaded vehicle hour rate is:

- Access to Via technology, including routing and aggregation algorithms, rider and driver apps, and back-end service planning and monitoring technology
- Integration with current and future transit technologies
- Supply planning and operational management services
- Live service monitoring
- Brokering of trip requests to vetted independent contractor driver partners
- Vehicle provision, branding, and maintenance
- Live customer support for riders and drivers whenever service is in operation

Our complete pricing proposal is available in [Section D, Price Proposal](#).

A.4.2 Project Approach to Address Service Request

DCTA Requirement	Via Response
<i>Demonstrate the understanding and resolution of the requirements and scope of work.</i>	See Section B.1, Contractor Requirements for a complete account of Via's understanding and compliance with this Task Order's scope of work.
<i>Demonstrated understanding of fundamental and innovative transit demand forecasting and service planning methods.</i>	See Section B.1, Contractor Requirements and Section B.2, Service Plan , for complete details of our transit planning methodology and our recommended service zone.
<i>The qualifications and experience with similar equipment and service implementations and management of the Company to perform the requested services.</i>	Via has considerable experience offering services in similar geographies and with similar goals as DCTA; full details, including references, can be found in Section A.3, Via Experience .
<i>Ability to provide both turn-key services and software-as-a-service</i>	As described in greater detail in Section A.3, Via Experience , Via is a provider of both turnkey transportation services (TaaS)

<i>to allow transition to permanent services that meet DCTA's needs.</i>	and transportation software in a software-as-a-service (SaaS) model. Our flexible partnership model is complemented by our consulting practice: we are able both to identify partner needs and offer solutions that can adapt as those needs change.
<i>Ability to provide ADA-accessible vehicles and services</i>	Fostering transit accessibility for all riders, including riders with disabilities, is central to Via's philosophy as a mobility provider. Via offers ADA-accessible vehicles and an accessible Rider App in all of our turnkey services, and would be happy to do so for DCTA. Additional detail on Via's accessibility can be found in Section B.1, Contractor Requirements .
<i>Provide references from at least three recent clients for whom similar services have been provided and should identify when work was performed and type of service performed</i>	References for three recent, comparable services can be found in Section A.3, Via Experience .

A.4.3 Timeline of Project Delivery

Via's launch process is flexible and highly dependent on our partners' service needs. Some partners with complex services -- such as the New York City Department of Education, for whom we are providing bus-tracking and routing technology on ~10,000 school buses -- prefer a multi-phased launch, where we deploy key features in sequence and use live service data and user feedback to refine our approach. Other partners want to launch quickly, with the understanding that Via's ongoing project support allows for service modifications down the line if necessary; our recent deployment in Sevenoaks, Kent (United Kingdom) was accelerated by two months due to local transit shutdowns in the wake of COVID-19, and we were able to successfully launch on effectively two weeks' notice.

With DCTA interested in launching service between October and December of 2020, we believe an 8-week process would be most appropriate: we can get service off the ground quickly, but take the time to thoroughly examine the service area and provide recommendations based on our transit planning and operational expertise. Complete details of our launch process can be found in [Section C.1, Work Plan](#).

A.4.5 Innovation in Approach

Innovation is at the core of Via's offering, and we are continually looking for opportunities to leverage new technologies to improve access to public transit options that help cities thrive. Our products and services are entirely configurable to DCTA's needs: see [Section B.1.1, Transit Planning and Consulting Service](#) for further information on our service design process, and [Section B.1.2, Technology Solution](#) for information on the flexibility of our on-demand technology. In [Appendix D, Future Technologies](#), we offer an overview of Via's most cutting-edge products: our offerings for electric vehicles, autonomous vehicles, dynamic tolling, and augmented reality.

Our technology is complex, but our goal is simple: to improve the experience of transit users, operators, administrators, and support staff. How we achieve this goal depends on our partners' varying needs. In our ADA paratransit service with Hampton Roads Transit in Virginia, riders' and administrators' most pressing need was for vans to arrive on time; with our superior routing and sharing algorithms, we were able to increase on-time performance from 89% to 95% within a matter of months. Our transit agency partner in Berlin, like DCTA, wanted a microtransit service that was fully integrated with their existing transit network; so we integrated with Jelbi, their multimodal planning app, to offer seamless multimodal service within a single rider interface. For a complete account of how we imagine our technology could impact DCTA's riders and support staff, please see [Appendix E, User Stories](#).

For information on the accessibility of our services to riders with disabilities, mobility devices, and riders without smartphones or bank accounts, please see [Section B.1.3, Accessible Service](#).

For information on our integration capabilities, please see [Section B.3, Pricing, Fare Revenue, and Integration](#).

A.4.5 Customer Service

Via provides continual support to our partners. Our Partner Success Team meets with our partners project team regularly, offering briefings on technology updates and improvements and answering any questions our partners may have (see [Section C.3, Performance Monitoring](#) for more details of our approach). Service adjustments can be implemented in a matter of weeks if desired. In addition, our cloud-based technology receives frequent upgrades, to which DCTA will have instant access.

We also offer live support to riders and drivers, as described in [Section B.2.6, Customer Service](#).

A.4.6 Data and Ridership Reports

A complete description of our approach to data collection and analytics, including NTD reporting, can be found in [Section B.1.6, Data Sharing](#), while sample reports can be found in [Appendix A, Data Reporting](#). Details of our vehicle location/tracking technology can be found in our account of our technology platform in [Section B.1.2, Technology Solution](#).

B. Scope of Work

B.1 Contractor Requirements

B.1.1 Transit Planning and Consulting Services

Ability to analyze DCTA's existing service area, existing bus routes, train schedules, ridership, and demographics and recommend multi-modal options that optimize service delivery to customers while optimizing service efficiency and effectiveness.

Via's expert transit planning and consulting group, Via Strategies, has assembled a world-class team of planners and transportation professionals for this exciting opportunity (please find further details qualifications in [Section C.2, Project Management](#)). Via is a global leader in planning, developing, and managing innovative transit and mobility solutions, and the Via Strategies team is frequently retained by cities and public agencies -- including LA Metro, the Utah Transit Authority (UTA), and the Central Ohio Transit Authority (COTA) -- specifically for new mobility planning and advisory services. In particular, drawing on Via's own expertise with on-demand transit, we are the market-leaders in service planning for the kind of microtransit project DCTA wishes to deploy.

Via's planning process begins by building a detailed understanding of the current transportation needs in the region and identifying service goals. Via will analyze the local transportation ecosystem by evaluating travel patterns, current transit options, and available resources. Next, Via's team will propose several on-demand service options throughout DCTA's member cities, and will assess each using our proprietary microtransit simulation tools. Our analysis will consider multiple alternatives for service zone size and shape, hours of operation, fleet size and composition, service quality targets, and budget. At the end of this exercise, we will deliver a comprehensive report that can serve as the basis for implementing a new on-demand service for DCTA.

Broadly, our planning process follows a three-phased approach:

- **Phase 1: System Understanding and Planning**

Via will work to gain an understanding of DCTA, the communities it serves, and their needs. We begin our assessment of existing conditions by reviewing the range of mobility options available in the region; our Strategies team will consider any available materials and reports describing past, current, and potential future transit options, along with other modes such as car ownership, taxis, TNCs, and active transportation options such as bikeshare. In close collaboration with DCTA, we will develop metrics and targets for a successful on-demand service: ridership, utilization, cost per passenger, and more. We will also create a risk matrix to identify and mitigate roadblocks to providing successful on-demand service in the region: potential roadblocks could include budgetary constraints, fare / affordability concerns, or conflicting zone priorities.

- Phase 2: System Design and Simulation**

Next, we work with DCTA to determine the optimal service zone. We will engage with agency stakeholders and the public to assess priorities. We will also conduct spatial analyses of land use, population density, accessibility to fixed-route transit, and points of interest to assess potential demand. Then, with several potential zones identified, we will use our proprietary simulation tools to test how different zone and fleet configurations will perform as real services, powered by Via's routing and passenger aggregation algorithms. We can also vary the many algorithm parameters that we adjust to optimize live service: for example maximum allowed wait time, walk distance to pickup, and permitted deviation to pick up additional passengers.

- Phase 3: Recommendations**

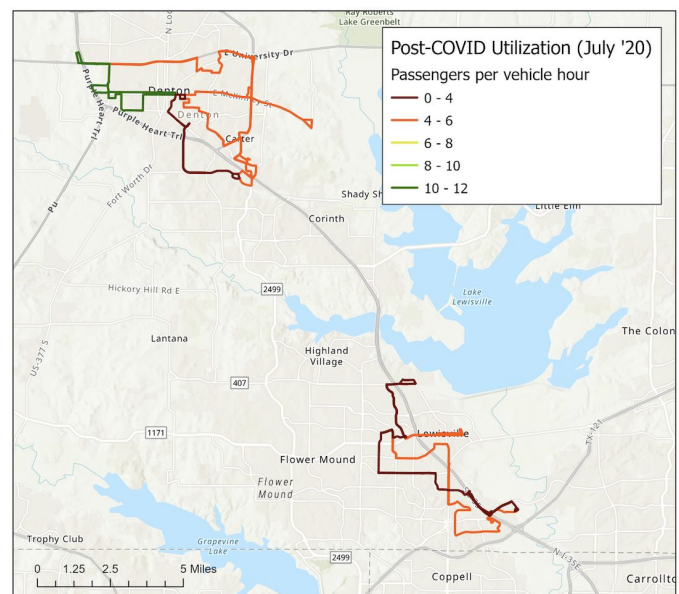
After completing our modeling exercise, we will present a comprehensive analysis of the costs and benefits of different on-demand transit options throughout DCTA's member cities. We will offer recommendations of how each of these options can supplement or update DCTA's existing transit offerings, by providing first- and last-mile access or even replacing lower-utilization fixed lines. Recognizing that there are environmental, social, and other benefits and costs associated with different strategies -- in addition to financial -- the Via team will develop a comprehensive, qualitative assessment of each potential service model.

Technical expertise necessary to provide recommendations on pilot zone(s) based on existing service data and market demographics.

The planning process described above results in concrete recommendations of where a new on-demand service can make the greatest impact, both by upgrading quality of service for residents and maximizing DCTA's resources. We also understand that a pilot service is meant as a "test" of a new technology or transit mode; as a result, we look for zones where we can serve a diverse group of riders with varying travel needs so we can gather robust data that is useful to DCTA in future planning efforts.

Based on DCTA's provided data, our own research, and the simulation processes described above, we have developed a preliminary service zone recommendation. Recognizing the current stresses on DCTA's system as a result of COVID-19, we analyzed utilization -- passengers transported per revenue hour -- across each route still active to understand which were well- and under-utilized.

From this analysis, it became clear that Routes 1 and 21 were the most under-utilized, with 2.8



passengers served per hour, and that Routes 3, 4, 5, and 22 were moderately under-utilized with rates of ~4.5.

Next, we sought to identify areas where a zone-based approach could have the most impact: by replacing more than one line that operated in the same area, for example.

Finally, we assessed potential locations that were currently difficult to access by transit; for example, we noticed that the current on-demand Lakeway Zone offers trips to the Lewisville Senior Center, far outside its zone, which is not currently served by fixed route transit.

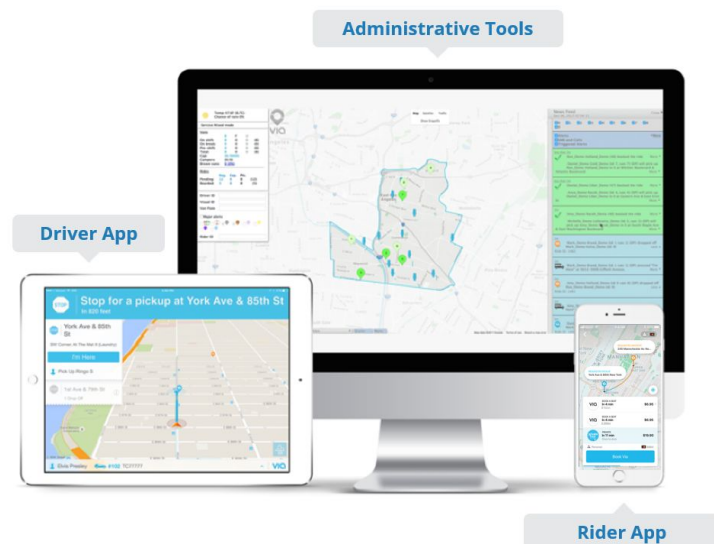
With all of these factors in mind, we arrived at one of our preliminary recommendations: replace Lewisville Connect Routes 21 and 22 with an on-demand zone covering these routes and the immediately surrounding area. Through simulation, we confirmed that we could serve current demand with a fleet of vehicles that will cost less than what it currently costs to operate the Lewisville Connect lines. Given that Via's services are completely accessible, we would additionally recommend routing some of the current ADA trips in the area to the Via fleet, maximizing its impact on the entire community.

We would be happy to discuss this option with DCTA in greater detail, or provide alternative recommendations if needed. Further information on the expected performance of this model is available in [Section B.2, Service Plan](#), while information on costs is included in [Section D, Price Proposal](#).

B.1.2 Technology Solution

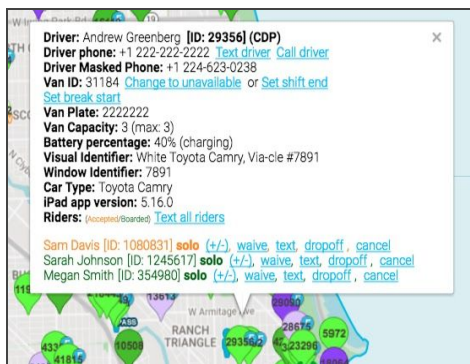
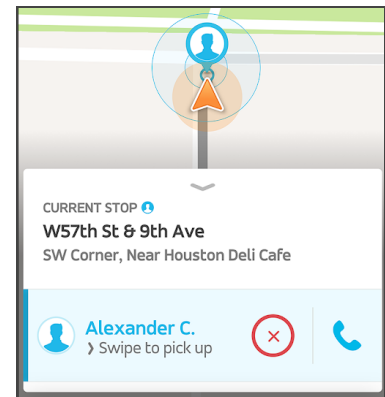
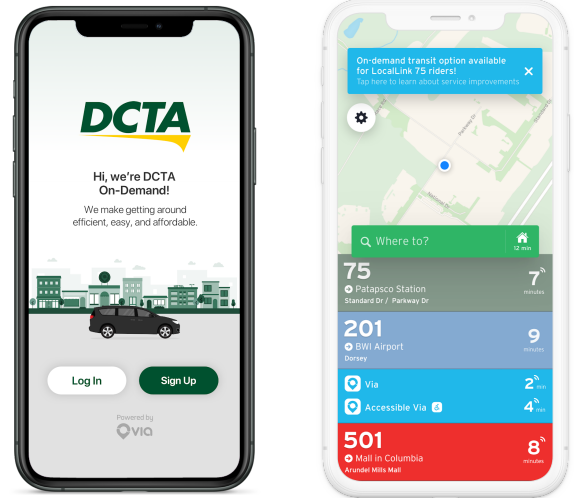
Software application necessary to perform scheduling, dispatch, user interface, data collection, reporting, and backend monitoring/administration.

Via is the premier provider of dynamic, shared mobility technology worldwide. Our system is composed of modules that can be configured to the individual needs of any partner, providing an optimal balance of off-the-shelf availability and customization.



The Via Platform includes:

- Routing and matching algorithms.** Via's powerful algorithms, refined over 80+ million rides delivered, analyze all trip requests, assign riders to the best-suited vehicle, and group passengers heading in the same direction into efficient shared rides. For even greater efficiency, our system uses **Virtual Bus Stops (VBS) -- to which we hold the patent** -- to assign riders and drivers to meet at optimal pickup corners, minimizing route deviations and travel time. We can of course provide **curb-to-curb** service as needed, especially for riders with disabilities or at certain times at night.
- Rider App.** The Via Rider App, which can be whitelabeled to a partner's specifications (*sample shown at right*), allows customers to seamlessly book rides, track their vehicles in real time, pay for trips, and troubleshoot any issues. For those without smartphones or internet access, our system allows riders to call administrators to book rides and access customer support services. **Walk-ons** can be accommodated in a variety of ways, from booking kiosks to on-board booking. Via can also integrate with **third-party ride planning technologies** (such as Transit App and GoPass) to allow riders to book Via services directly from those apps (*shown at right above, third transit option shown*).
- Driver App.** The Via Driver App is a distraction-minimizing interface providing turn-by-turn directions to pickup and drop-off points. Drivers use the App to mark passengers as "picked up" and "dropped off" (*shown at right*) start and end their shifts and schedule breaks, and can contact live support if needed. **Special instructions** about riders or pickup points -- a note that a particular rider will need assistance boarding, for example -- are automatically delivered to the Driver App.



- Operations Center.** Via's Operation Center (VOC) provides system administrators with tools to perform a variety of functions, including **viewing live service** through a map-based interface (*shown at left*), checking trip details, managing rider and driver account information, and providing **customer support**. These controls can be accessed from any web browser. We can set up a light version of this system as a **booking portal** accessible by managers at senior centers, community centers, or local businesses to book rides on behalf of their visitors or employees.

- **Data analytics and reporting.** Via leverages our sophisticated analytics tools and data visualization reports to share operational data with our partners. These reports inform regular service optimization and long-term service planning (more detail available in [Section B.1.6, Data Sharing](#)).
- **Software support and maintenance.** Via partners benefit from regular system upgrades designed to improve all of our global services. Our servers and cloud services are monitored continuously, with a technical support team on-call 24 hours per day to immediately address any issues.

B.1.3 Accessible Service

ADA Accessible Vehicles and service implementation (provided and maintained by the contractor)

On-demand ADA accessibility and potential integration with other on-demand options to optimize fleet utilization

Options to access service without a smartphone or credit card

We have taken special care to ensure that Via-powered services are accessible to everyone, including riders with disabilities and riders without smartphones or credit cards. We are committed to working with these and other communities served by DCTA to understand and accommodate all transit needs in the area. Our current accessibility solutions are described below:

- **For customers with limited mobility**
Riders can indicate their need for a Wheelchair Accessible Vehicle (WAV) either in the rider app, with a simple toggle, or over the phone. The system will remember this preference, making a WAV request the default for future bookings and ensuring that riders are only assigned to vehicles with an available wheelchair position. Since WAV boardings and drop-offs may take more time than those of fully ambulatory passengers, Via's algorithms account for the additional time that might be necessary and adjust routing decisions accordingly.
- **For customers with visual or hearing impairments**
Via's rider app is designed to be accessible to riders with visual or hearing impairments. With the majority of our features meeting or exceeding the WCAG 2.0AA standard, we are actively pursuing full compliance with the upgraded WCAG 2.1AA standard. Additionally, our app leverages assistive technologies for both iOS and Android devices, including VoiceOver, TalkBack, and adaptive font size and contrast.
- **For customers without smartphones**
We offer phone-based booking for riders without access to the Rider App through a smartphone. Using our back-end tools, administrators can easily book on-demand rides on behalf of customers who phone in.
- **For customers without credit cards**
We offer a number of solutions for riders without credit cards. Our preferred method is to offer in-app vouchers that can be purchased in-person in cash -- at transit stations or other key locations -- or with a prepaid cash card. In some services, we accept cash on board our vehicles, and would be happy to discuss this option further with DCTA.

B.1.4 Vehicles and Drivers

Via's unique TaaS model is built upon our experience recruiting independent contractor drivers and procuring the fleet that best meets our partners' needs. By working with a flexible and reliable vehicle leasing partner, we ensure that our fleet can be delivered quickly, wrapped to our partners' branding specifications, and road-ready within weeks. Many of our partners receive FTA funding for our services, and we understand how to comply with all FTA requirements.

Vehicles

For DCTA, we recommend a branded fleet (*see sample branding below*) of roomy Chrysler Pacificas (with seating available for 6 passengers), within which we can limit capacity if necessary to maintain social distancing during COVID-19. We recommend that 2 - 3 of these vehicles be wheelchair-accessible, allowing us to provide equivalent service throughout the zone. If DCTA would prefer a different vehicle type, we would be happy to discuss and adjust our proposal: Via's system can and does work with many vehicle types, including larger vans, sedans, and even electric and autonomous vehicles.



If

DCTA would prefer a different vehicle type, we would be happy to discuss and adjust our proposal: Via's system can and does work with many vehicle types, including larger vans, sedans, and even electric and autonomous vehicles. We would also be happy to work with local operators, taxi providers, and TNCs to source a flexible fleet. Already, we have had preliminary conversations with Irving Holdings, Inc., an experienced transit provider for DCTA and fellow MaaS on-call contract awardee, regarding this opportunity. We would gladly partner with Irving Holdings should such a model be of interest to the Authority. Via has experience brokering trips to taxis and TNCs in many of our services, including on an as-needed, overflow basis for our paratransit service with Hampton Roads Transit in Virginia.

Drivers

We are experts at brokering trips to vetted and qualified independent contractor driver partners. As a part of launch, we run extensive local recruitment campaigns outlining the benefits of driving in our services as well as our expectations that drivers be courteous, complete all assigned trips, arrive on time to planned shifts, be properly certified to drive, pass a criminal background check, and understand the service zone and the Via App.

For DCTA, we will source drivers who meet additional standards: drivers will have attended a defensive driving course, completed sensitivity training, and follow the drug and alcohol testing program required by the FTA. We routinely broker services which are required to meet standards like these -- particularly in our FTA-funded services in Arlington, Seattle, and Los Angeles -- and work with trusted background check and lab testing vendors to ensure compliance. We would be happy to provide additional information on our experience with or procedures for independent contractor driver partners upon request.

B.1.5 Operation and Supply Planning

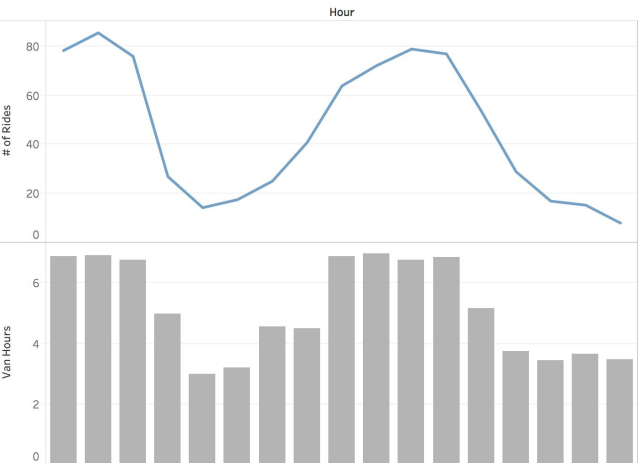
Operation of service

Monday - Saturday service (Sunday Optional)

Ability to scale service upon variable demand

Via will coordinate all aspects of service provision, including fleet management and maintenance, service supervision, driver sourcing and management, and supply planning. Our proposed service -- see [Section B.2.1, Service Snapshot](#) -- will operate Monday through Saturday, with optional Sunday service if DCTA desires.

Our flexible scheduling and routing algorithms enable us to scale fleet supply during times of anticipated high demand, such as peak commuter hours or other major events. To ensure Via provides an optimized service during all service hours, we will plan driver/vehicle shifts to vary in length — with some shifts lasting eight hours (with breaks), while others are broken out into a few hours in the morning and a few hours in the evening, with a longer break in the middle — to ensure we are meeting peak demand in the morning and



afternoon and are not oversupplied during midday or other off-peak periods. We revise our vehicle shift scheduling and supply planning on a weekly basis to ensure it matches demand trends.

With this supply planning experience, Via can ensure that enough vehicles are on the road to meet all requested rides during periods of high demand -- and also remove vehicles from the road so that we are not oversupplied during lower-demand periods, as shown

in the sample supply curve above, where total van hours vary tightly with total rides.

B.2.6 Customer Service

Customer service when service is in operation

As a part of our turnkey transportation offering, Via provides customer service directly to our partner's riders. We have a team of highly-trained agents ready to provide high-touch, live support for phone-based booking, rider questions, and live service issues. Our agents make use of Via's sophisticated backend monitoring tools and high degree of system automation (described in **Section B.2.2, Technology Solution**) to quickly identify and address any situations that merit live intervention, reaching out proactively to riders and drivers to solve problems before they arise.

B.1.6 Data Sharing

Via recognizes the importance of data to our city and transit agency partners: data sharing and service transparency are core values for us as transit providers. We offer a number of standard reports by email and through a partner-specific Tableau account. These reports are intended to provide detailed, visualized information on key daily service metrics -- like total ridership, on-time performance, wait times to pickup, and utilization -- as well as longer-term trends, like service growth and popular pickup and drop-off locations. In addition to these powerful reports, our data science team can also compile custom reports for DCTA at no additional cost. Sample reports are available in [Appendix A, Data Reporting](#).

We also offer granular, ride-level data that can be downloaded in multiple formats, including .csv and .xml, so that our partners have the freedom to own their own data and perform analyses of their choosing at any time.

B.2 Service Plan

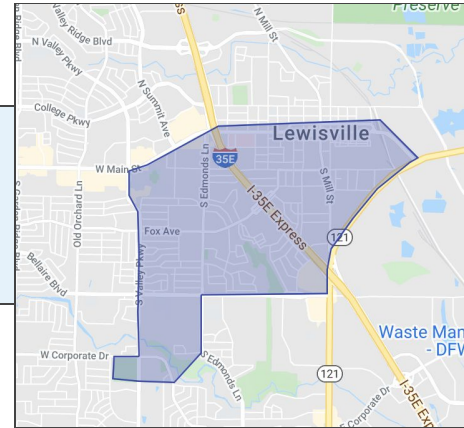
B.2.1 Service Snapshot

For DCTA, we propose two service options: a **small, 4-vehicle pilot service** designed to supplement existing transit services, and a **larger, 8-vehicle service** designed to replace the current Lewisville Connect Lines 21 and 22. Find additional details of each below:

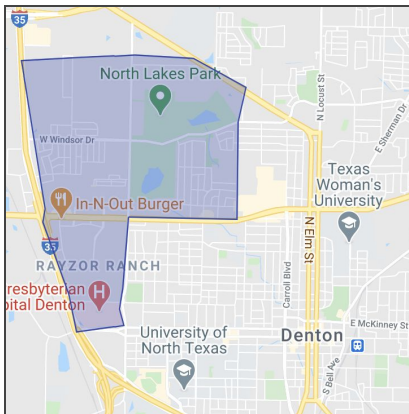
4-Vehicle Pilot

We understand that DCTA may wish to start relatively small, especially as they are still testing multiple technologies. We believe a 4-vehicle service can have a significant impact on transit coverage while maximizing DCTA's significant investment in fixed route services. We recommend a hybrid model that provides first- and last-mile service to a transit hub and some coverage for an underserved area. We have several candidate zones:

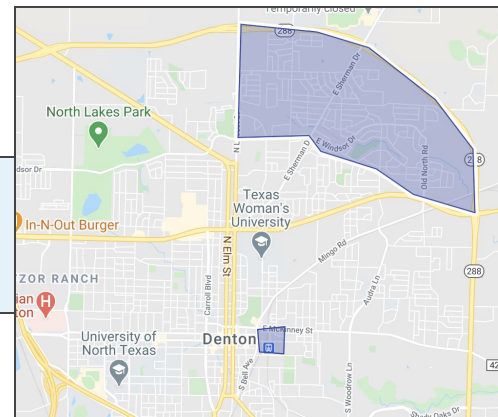
A zone anchored on the Lewisville Old Town Station, while providing coverage to areas across the highway that extend southward to the Senior Citizen Center and Recreation Center, currently served by out-of-zone trips from the Lakeway Zone



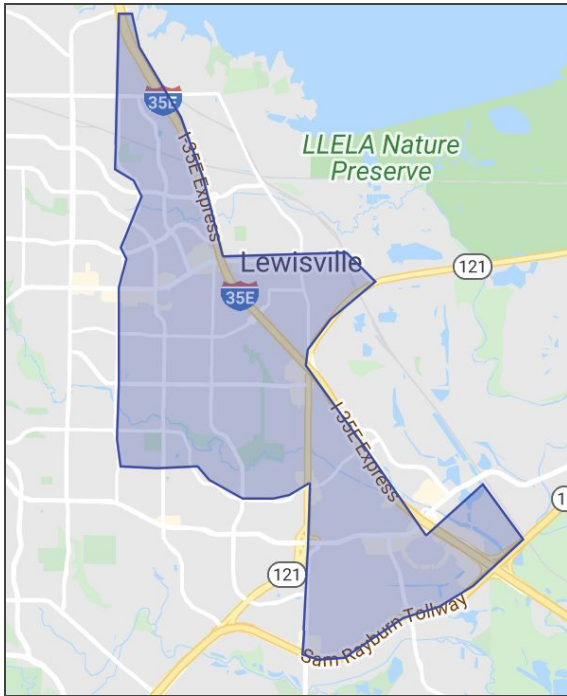
A zone anchored around the Texas Presbyterian Health Park and Ride, while providing coverage to the region immediately northwest, which has few bus lines



A serving northwest Denton, which has no bus service, with an "island" at the Downtown Denton Transit Center for first- and last-mile connections



All of these services would operate completely on-demand and be capable of serving ADA trips as well as residents, commuters, and students. With **4 vehicles** in zones of this size (~2 - 3 sq miles) and sufficient demand, we anticipate being able to serve approximately 150 - 250 riders per day with wait times comparable to DCTA's current on-demand service, **5 - 7 minutes**. Service will operate during the current fixed route bus hours respectively for Denton and Lewisville.



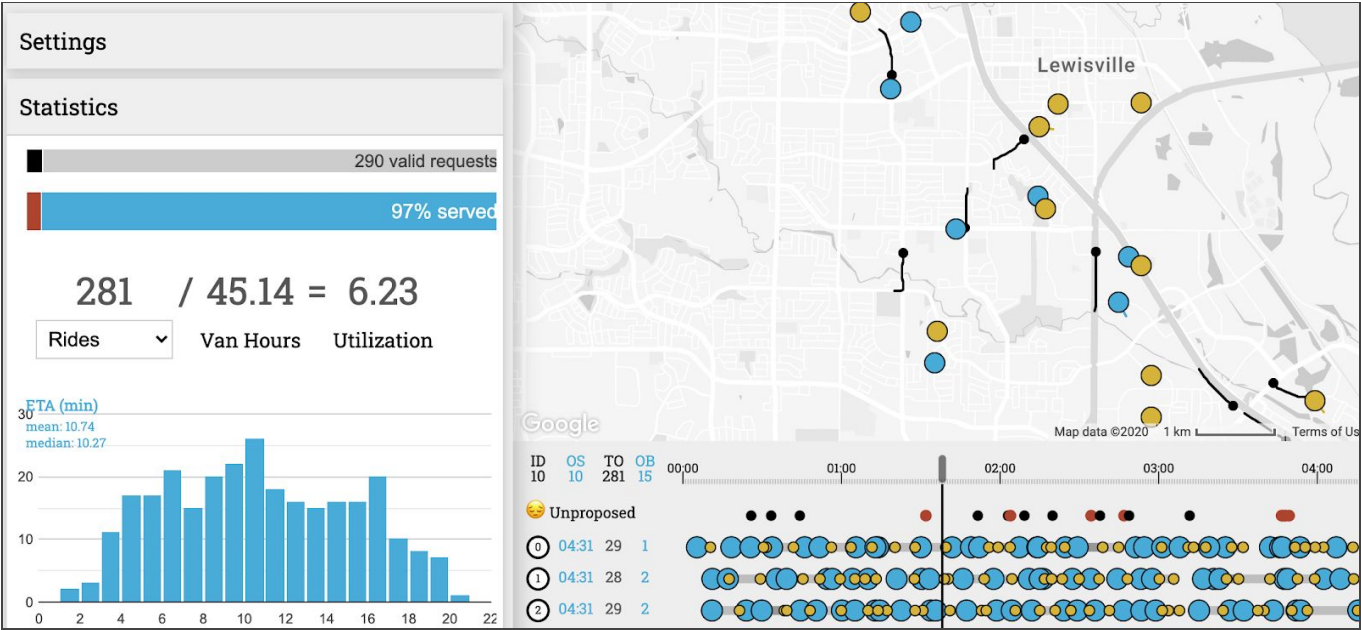
Fixed Route Replacement

We propose completely on-demand, shared ride service to replace the current Lewisville Connect Lines 21 and 22. Our service zone will not only cover these lines, but the surrounding area, extending transit access to those residents who previously lived out of range of a bus stop. Service will operate Monday through Friday from 5:00am to 9:30pm (Lewisville Connect's current service hours) and on Saturday from 8:00am to 7:00pm. We would be happy to offer Sunday service as well, and have included optional pricing for the hours of 8:00am to 5:00pm (see [Section D, Price Proposal](#)).

For this service, we recommend a fleet of **8 vehicles**, though we would plan to launch with **5 vehicles** and ramp to 8 as demand grows due to easing COVID-19 restrictions. Our simulations suggest that with this fleet size, we would be able to serve approximately **300 to 500 riders per day** with

average wait times comparable to DCTA's current on-demand service, **5 - 7 minutes**. Our planning team suggests that with longer wait times permitted -- in the **10 - 12 minute** range, still well beneath the 45 and 60 minute headways of the current Lewisville Connect services -- we could serve even more riders per day attracting new customers into DCTA's system and serving additional overflow paratransit trips.

In the image below, we simulated service with 8 vehicles over a **4-hour period** with an average of 10 minute wait times: we were able to serve **nearly 300 rides**, implying a system capacity greater than the current Lewisville Connect services if demand recovers sufficiently from COVID-19.



B.2.2 User Stories

We anticipate that the service would appeal to a wide range of riders, including commuters, students, seniors, and riders with disabilities seeking an on-demand alternative to paratransit. Our service could even supply the “guaranteed rides home” offered through DCTA’s vanpool program at a much lower cost than a private taxi or TNC ride. We are also confident that the Via system can improve the experience of DCTA administrators, who will be able to use Via’s technology to quickly access service reports or book rides on behalf of users. In the interest of space, we offer one “user story” here, with additional stories in [Appendix E, User Stories](#).

Maria, Age 28, Commuter

Maria sits scrolling through emails on her phone as the A-train speeds along towards the Hebron train station. Even though it is already proving to be a lot of work, she’s excited about her new job. Today, her manager asked her to work late -- and although she was happy to do so, she is now worried about how to get home. As a young professional, a taxi feels like a luxurious expense, but she was not sure what her alternative was now that she’s missed her regular vanpool. Caught up on her email, she opens the DCTA website, hoping to find a magic bus route that might drop her within walking distance of her home, and instead stumbles on the “guaranteed ride home” option for vanpools. Suddenly, she remembers that when she signed up for vanpool, they offered a free ride home for employees working overtime -- she just hasn’t had the opportunity to use it yet.

The DCTA website instructions say to download the DCTA On-Demand App and use GoPass as the preferred payment method to get a free ride through the program. She had already downloaded DCTA On-Demand to her iPhone when she first moved to Lewisville a month ago, and entered both her credit card and GoPass to be on file just in case she needed a quick ride. Entering her home address as her destination and the Hebron

station as her origin, she sees that there were several vehicles available for a shared ride: five, twelve, and eighteen minutes away from the Hebron station. Looking at her watch, she sees that she's meant to arrive at Hebron in ten minutes. For a moment, she wonders if she should stop for a bite to eat at one of the new bars or restaurants that have opened up at the station -- presumably where the park-and-ride lots had once been, she assumes -- but then remembers that she is trying to save money and has leftovers in her fridge.

Tapping "book ride" she reserves a seat on the second option. Her phone buzzes again with another work email and she turns her focus back to her job, relieved to know she can work late and still have a reliable, safe, and affordable ride home.

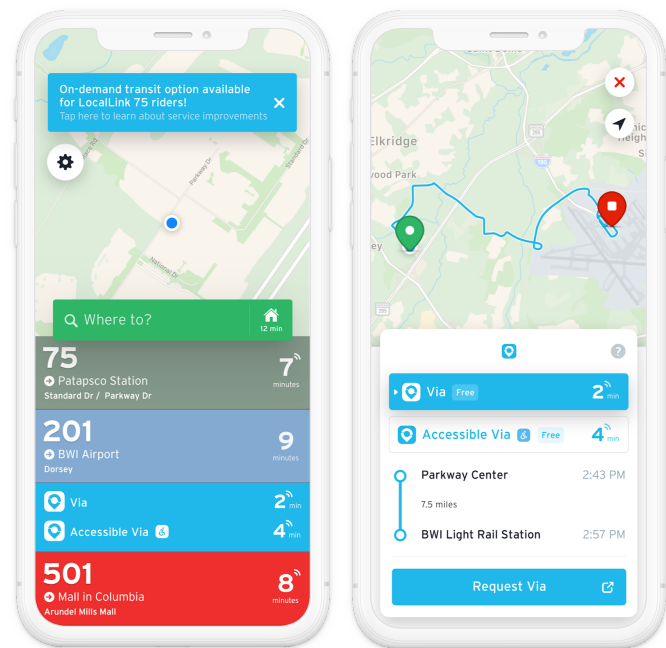
B.3 Pricing, Fare Revenue, and Multimodal Technology

B.3.1 Pricing and Fare Revenue

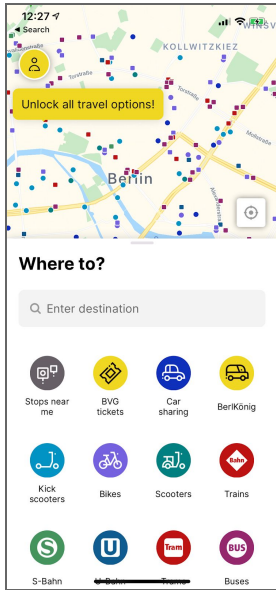
DCTA will have full freedom to set the fare for this service, whether in line with local public transit options, free, or an alternative or variable structure: in particular, we can easily implement concessions for certain demographic groups or different pricing for certain destinations. All fare payments will be remitted to DCTA upon a mutually-agreed schedule.

B.3.2 Integrations

Via has significant experience building multimodal booking software and integrating with the transit technologies required to facilitate DCTA's vision of a branded, uniform transit experience operated by multiple brokered providers. We have previously integrated with Transit App (*see image at right*), one of DCTA's preferred providers, in both New York and Washington, D.C., where Via appears alongside other transit options and available to book within the app. For our ZipZone service with Trinity Metro in Fort Worth, we are in the process of integrating with GoPass, and will be able to leverage that work and experience to achieve a quick integration for DCTA.



Integrations with Transit App and GoPass are already included in our pricing, representing no additional cost to DCTA.



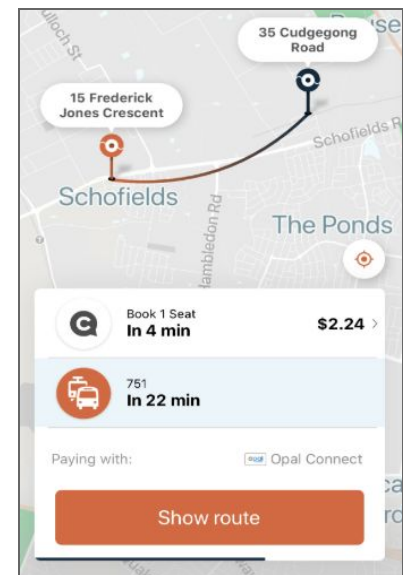
Further afield, we have performed a similar integration with the “Jelbi” technology in Berlin (see image at left), which offers our BerlKoenig service alongside fixed route buses and trains and even micromobility options like scooters and shared bikes.

Looking to the future, Via has a team of more than 300 world-class engineers who will be up to the task of integrating with any new technologies that come to market, ensuring that DCTA will always be able to achieve their goals. We believe that integrations are fundamental to a turnkey on-demand transportation system and include these in our base price.

B.3.3 Multimodal Technology

In addition to offering integration with multimodal apps, Via has developed our own multimodal booking and planning technologies that we would be happy to deploy for DCTA. In many of our cities, riders can use the Via Rider App to view, track, book, and pay for local and regional fixed-route transit -- all using the same transit pass they would use on the buses and trains themselves.

For example, in our service in the suburbs of Sydney, Australia, we provide multiple “proposals” whenever a rider requests a Via: riders are able to see when the next Via will arrive, but **also** when and where the next fixed-route service that can get them to their destination will arrive (see detail of app at right).



With this in-app multimodal technology, we are able to ensure that our on-demand services complement rather than compete with standard fixed route transit: riders can compare arrival times, price (*public transit is free to the rider above, since he is paying with Sydney's Opal Connect unlimited pass*), and walking distance to pickup to make informed decisions.

C. Contractor Responsibilities: Launch and Operation

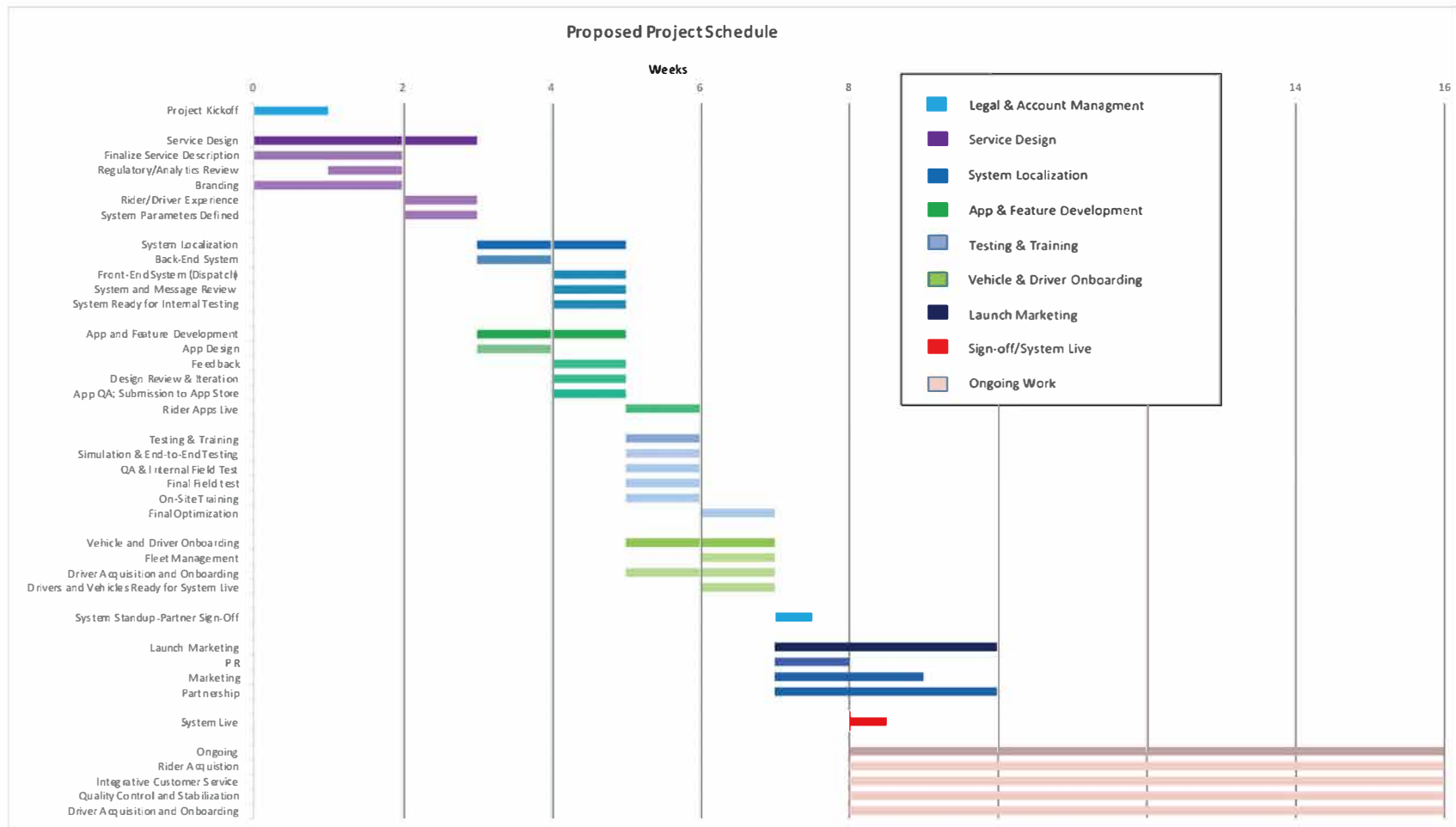
C.1 Work Plan

Via has significant experience launching and managing on-demand services in diverse environments, including several services in the Dallas-Fort Worth region. Based on our experience with similar services, we recommend an 8-week timeline between from contract signing to launch. A prototype deployment plan, detailing phases, tasks, and responsibilities, is below. Further information on each Via staff member assigned to these tasks is available in [Section C.2, Project Management](#).

PROJECT STAGE	CORE ACTIVITIES	DELIVERABLES	VIA RESPONSIBLE PARTY
STAGE 1 Service Planning & Design <i>Weeks 1 - 3</i>	Hold a kickoff meeting with DCTA to finalize project plan. Begin the transit planning and consulting process to identify and model the service zone Collaborate with DCTA on marketing strategy.	<i>Scope of work and project schedule finalized</i> Via and DCTA finalize a mutually-agreed upon project scope and schedule <i>Service parameters defined</i> Via sets parameters for our routing/aggregation algorithm and Rider App features.	Via Strategies Team: David Perlmutter and Dan Berkovits Via Expansion Team: Alex Blustein and Rachel Birnbaum Via Partner Success Team: John Criezis
STAGE 2 System Development <i>Weeks 3 - 5</i>	Optimize algorithms around DCTA's service parameters. Localize system through detailed mapping and traffic modeling. Align product configurations to meet DCTA requirements.	<i>Platform configuration completed</i> Via finalizes localization of ORSM platform. <i>System ready for testing</i> Platform is ready for end-to-end internal tests.	Via Strategies Team: David Perlmutter Via Product Team: Uri Mandelboum
STAGE 3 Testing <i>Weeks 5 - 6</i>	Perform a broad spectrum of functional tests using a fully localized simulation environment.	<i>System adjustments made</i> Via completes internal tests and finalizes adjustments. <i>Rider App goes live</i>	Via Expansion Team: Alex Blustein, Rachel Birnbaum, Alejandro Miranda

	Conduct quality assurance and internal field tests in DCTA's service zone (with real drivers and riders).	Localized Rider App is updated in Apple and Android app stores, pending DCTA approval.	Via Product Team: Uri Mandelbourn
STAGE 4 Vehicle & Driver Onboarding <i>Weeks 6 - 7</i>	<p>Receive and inspect vehicles.</p> <p>Finalize fleet management plan.</p> <p>Onboard drivers and conduct in-person training workshops.</p>	<p><i>Vehicles ready for launch</i> Via prepares fleet and gets DCTA sign-off for fleet management plan.</p> <p><i>Driver workforce trained</i> All drivers are trained and approved for service.</p>	Via Expansion Team: Alex Blustein, Rachel Birnbaum, Alejandro Miranda, Mackenzie Gray
STAGE 5 Service Launch <i>Week 8</i>	<p>Execute on launch plan.</p> <p>Support DCTA marketing activities (e.g., press releases, launch events).</p> <p>Gather feedback from initial users and make service adjustments.</p>	<p><i>System goes live</i> Via launches live revenue service.</p> <p><i>Initial adjustments made</i> Via makes any necessary changes based on actionable feedback from first users.</p>	Via Expansion Team: Alex Blustein, Rachel Birnbaum, Alejandro Miranda, Mackenzie Gray
STAGE 6 Optimization <i>Ongoing</i>	<p>Implement strategic marketing and promotions plan to acquire new riders.</p> <p>Run quality-control tests and incorporate rider/driver feedback.</p> <p>Ensure smooth day-to-day operations.</p>	<p><i>Performance reviews completed</i> Via will share service data and benchmark project performance against DCTA-provided KPIs.</p>	Via Partner Success Team: John Criezis

Please find this provisional schedule represented as a Gantt chart on the following page.



C.2 Project Management

An experienced member of Via's Partner Success Team, **John Criezis**, will serve as Project Manager overseeing the launch and ongoing optimization of our service with DCTA. As outlined above, John will be assisted by members of our Launch Team, including two Launch Managers -- **Alex Blustein** and **Rachel Birnbaum** -- with additional support from Launch Team members **Alejandro Miranda** and **Mackenzie Gray**, during the intensive launch phase of the project. John will serve as DCTA's primary point of contact throughout the project, directing the Launch and Product Teams as they configure Via's technology to DCTA, coordinating with the Via Strategies team as they perform consulting and planning work, and conducting ongoing service analysis.

Below, find a short bio of **John Criezis**. Full resumes for all Via staff assigned to this project are available in [Appendix B, Proposed Staff Resumes](#).



John Criezis

PROJECT MANAGER

As a Partner Success Manager, John helps Via's partners access the best of Via's resources to continually optimize their services. He will serve as DCTA's primary point of contact for the lifetime of the project and provide guidance and strategic oversight throughout, making sure that DCTA's goals and priorities are always reflected in service design. Prior to joining our Partner Success team, John served as the General Manager of Via's Chicago service, leading the Chicago team to ensure operational excellence, customer satisfaction, and to set growth goals.

John joined Via in 2017 as an Operations Principal, primarily focusing on rider growth and rider experience. He subsequently supervised the launch and operations of ViaVan in Amsterdam as well as preparations for the launch of ViaVan in Berlin. Prior to Via, John co-founded Bē, a retail technology and innovation company. John also has extensive experience as an investment analyst for global asset management firm T. Rowe Price and earned the CFA designation. John holds an MBA from the University of Chicago Booth School of Business and a B.S. in Mechanical Engineering from Johns Hopkins University.

C.3 Performance Monitoring and Reporting

During the launch process, Via's Launch Managers will meet regularly (at least weekly) with the DCTA contract manager to provide updates and coordinate planning workshops. After launch, Via's Project Manager will continue to be available for regular, collaborative meetings on a mutually-agreed schedule: John will be able to provide service briefings, answer any DCTA questions, and strategize about future improvements.

As described in [Section B.1.6, Data Sharing](#), Via provides daily and weekly performance reports detailing metrics like overall ridership, average wait times, and service utilization. These reports are both emailed and

accessible in Tableau, a data visualization platform. DCTA may also download granular ride data at any time to perform its own analyses. We would welcome the opportunity to learn more about DCTA's existing information systems and offer targeted solutions for providing data most efficiently to DCTA.

In addition to service reports and data, Via's Partner Success Manager will host a quarterly meeting documenting longer-term trends -- assisted by our Data Science Team -- and offering recommendations for service modifications to optimize efficiency and quality of service. We would be happy to tailor the timing and structure of these meetings, typically anchored by a data-driven powerpoint presentation, to DCTA's preferences.

C.4 Staffing and Supervision

Via will take responsibility for ensuring compliance with all relevant federal, state, and local regulations regarding DCTA's on-demand services. We can provide DCTA with the information requested in the RFP no less than ten (10) calendar days from the start of service. Please see **Section B.1.4, Vehicles and Drivers** for additional information on our driver sourcing and vetting processes.

C.5 Insurance Coverages

Via will provide the insurance and liability coverage specified in the RFP within ten (10) calendar days after the date of Notice of Award.

C.6 Supervision

Via continually monitors our turnkey transportation services using our back-end visualization tools, which allow our agents to view each vehicle on a map and directly contact riders or drivers when necessary. Vehicles are equipped with an electronic locking system -- typically Van2Share or similar technology -- that allows drivers to access vehicles through an easily-monitored, app-based system. We can additionally require drivers to complete a pre-trip inspection before accessing their vehicle. For our services in nearby Arlington and Fort Worth, we have managers on the ground who will be available to address any pressing service issues that arise.

C.7 Technical Requirements

Please see **Section B.1.2, Technology Solution** for a complete description of our technology.

C.8 Agency and User Training

Via's TaaS offering includes comprehensive pre-launch training for drivers and DCTA system administrators. For our global deployments, Via has trained hundreds of system operators and tens of thousands of drivers, and has developed a set of best practices for each to ensure smooth system operation. Reflecting Via's collaborative approach to all aspects of our partnerships, each training workshop will be hands-on and

interactive, allowing each trainee the opportunity to interact with all relevant tools, run through scenarios, and ask questions of Via's experts.

The objective of training is that all stakeholders understand:

- How Via's on-demand transit system connects riders to drivers
- How to work fluently with Via's mobile applications
- How operational tools can be leveraged to monitor and optimize the service
- Best practices for handling any errors or issues

Via will provide the following necessary training documents:

- Essential Manuals for System Operation, including driver application, customer application, and operational interface modules
- New User System Access

Other training documents will be provided to DCTA around best practices for on-demand service deployment, including:

- User Survey Best Practices
- Growth & Marketing Best Practices
- Growth & Marketing Suggested Campaigns
- Overview of Service and Routing Feedback Processes
- Overview of Standard Dashboards
- System Continuity Procedures

If DCTA desires, Via can also offer workshops for riders as a part of our marketing and community outreach campaign. We have found these workshops to be particularly effective at reaching riders who are typically underserved by public transit, including seniors, riders with disabilities, and unbanked riders.

C.9 Prototype Deployment Plan

Please see [Section C.1, Work Plan](#) for a full account of Via's deployment plan and team responsibilities, from transit planning activities to service launch and ongoing optimization.

D. Price Proposal

On the following page, Via provides pricing for two fleet configurations over two years: a **4-vehicle pilot** and an **8-vehicle fixed route replacement** service. The pricing of the 8-vehicle service in Year 1 reflects a ramp-up period, in which we launch with 5 vehicles and gradually increase to 8, which we recommend due to the changing COVID-10 situation. For each year and each fleet size, we provide pricing for **Monday - Saturday** and **7-days-a-week** service. We would note that each 8-vehicle option falls well within the reported operating budget for Lewisville Connect (\$2.5M, according to Addendum #3), and has a system capacity that meets or exceeds the reported annual ridership of 122,456, pending sufficient demand.

We are committed to working with DCTA to launch on-demand services that exceed the agency's goals within the available budget. Should DCTA have a lower budget than anticipated, or still be working to secure funding, our planning team would be happy to work with DCTA to create a service design and launch plan that falls within their anticipated budget and can deliver real impact on Denton County's transit system. While we believe this price proposal aptly demonstrates the cost-effectiveness of our TaaS solution across multiple fleet sizes, we view our entire proposal as the beginning of a planning conversation with DCTA. We would be happy to collaborate to identify opportunities for cost savings and create a plan to scale services in a financially sustainable way.

We also understand that DCTA may not be able to commit to a full pilot service at this time. If so, we can offer standalone consulting services to help DCTA refine its plans for microtransit. Depending on the length and scope of the engagement, we would typically charge between \$10k and \$50k for transit planning services, as noted in our proposal -- these services are of course **included** if DCTA selects one of our TaaS services.

Pricing Proposal for DCTA

River North Transit, LLC (Via Transportation)

	Proposal A		Proposal B			
	4-Vehicle Pilot Service		8-Vehicle Route Replacement Service			
	Years 1 and 2		Year 1		Year 2	
	Monday - Saturday	7 Days per Week	Monday - Saturday	7 Days per Week	Monday - Saturday	7 Days per Week
			Assumes 3 months of lower demand and gradual recovery from COVID to 8 vehicles	Assumes 3 months of lower demand and gradual recovery from COVID to 8 vehicles	Full scale of 8 vehicles for full year to serve pre-COVID volumes	Full scale of 8 vehicles for full year to serve pre-COVID volumes
Summary:						
Non-WAV Vehicles in Fleet	3	3	Ramp to 6	Ramp to 6	6	6
Wheelchair Accessible Vehicles (Included in Price)	1	1	2	2	2	2
Total Vehicles in Fleet	4	4	Ramp to 8	Ramp to 8	8	8
Anticipated Annual System Capacity (Riders)	50k -85k	60k -95k	85k -140k	95k -160k	105k -175k	115k -195k
Anticipated Daily System Capacity (Riders)	160 - 270	160 - 260	270 - 450	260 - 440	340 - 560	320 - 540
Anticipated Usage:						
Total Number of Vehicle Hours	~17,400	~19,400	~28,300	~31,500	~34,800	~38,800
Operating Parameters:						
Days / Week of Operations	6	7	6	7	6	7
Avg. Service Hours / Day	16	16	16	16	16	16
Duration of Deployment (Months)	12	12	12	12	12	12
Fixed Upfront Costs	\$35k	\$35k	\$35k	\$35k	\$0k	\$0k
Customer Support Costs	\$97k	\$106k	\$165k	\$179k	\$194k	\$212k
Ongoing Operational (Non-Upfront) Costs	\$0.76M	\$0.80M	\$1.18M	\$1.25M	\$1.42M	\$1.51M
Total Cost	\$0.89M	\$0.94M	\$1.38M	\$1.46M	\$1.61M	\$1.72M
Total Cost / Vehicle Hour (Excl. Upfront Costs)	\$49.10	\$46.85	\$47.45	\$45.40	\$46.40	\$44.45

Note: Pricing excludes taxes and COVID-related cleaning costs. If needed at the time of launch, vehicles can be professionally cleaned daily for a price of \$22 / vehicle / day.

E. Addenda Acknowledgments



July 30, 2020

ADDENDUM NO. 1

MaaS Task Order #2: On-Demand Service in Member Cities and Contract Cities

Changes:

1. Electronic response deadline has been changed from August 10, 2020 by 3pm CST to **August 12, 2020 by 3pm CST.**
2. Questions deadline has been changed from July 31, 2020 by 3pm CST to **August 4, 2020 by 3pm CST.**

Questions & Answers:

1. **Q:** Is it possible for DCTA to grant an extension on this bid so that respondents can have ample time to prepare a more comprehensive response?
A: See above change.

Addendum must be acknowledged below and returned with the bid submittal. The underlined text is the addition or change. Some unchanged text from original solicitation is shown only for purposes of context. All other text not referenced below remains the same as stated in the original solicitation or as stated in previous addendums.

A handwritten signature in black ink, appearing to read "Sarah Martinez", is written over a faint, illegible printed name.

Sarah Martinez
Director of Procurement

Signed by:

A handwritten signature in black ink, appearing to read "Erin Abrams", is written over a faint, illegible printed name.

Acknowledged by:

F89FDB5082754FA

Erin Abrams, River North Transit LLC

Date: 8/31/2020

Firm/Representative



August 3, 2020

ADDENDUM NO. 2

MaaS Task Order #2: On-Demand Service in Member Cities and Contract Cities

Changes:

1. The electronic response deadline has been changed to **August 26, 2020 by 3pm CST.**
2. The online overview conference scheduled for August 4, 2020 at 9:00am CST to provide an overview of the Task Order Scope of Work is **cancelled and will be rescheduled.** Please continue to monitor BidSync for updates.

Note:

All questions submitted to date are being reviewed and will be responded soon via addendum. Please continue to monitor BidSync for updates.

Addendum must be acknowledged below and returned with the bid submittal. The underlined text is the addition or change. Some unchanged text from original solicitation is shown only for purposes of context. All other text not referenced below remains the same as stated in the original solicitation or as stated in previous addendums.

A handwritten signature in black ink, appearing to read "Sarah Martinez".

Sarah Martinez

Director of Procurement

DocuSigned by:

A handwritten signature in black ink, appearing to read "Erin Abrams".

Acknowledged by:

F89EDB5082754EA

Erin Abrams, River North Transit LLC Date: 8/31/2020

Firm/Representative



DENTON COUNTY
TRANSPORTATION
AUTHORITY

August 11, 2020

ADDENDUM NO. 3

MaaS Task Order #2: On-Demand Service in Member Cities and Contract Cities

Changes:

1. Delete the following bullet from the Requirements section of Scope of Work, Page 7:

Evaluation of DCTA's existing fleet and operating facilities to determine if they can be leveraged by the contractor

Questions & Answers:

See attached Questions and Answers spreadsheet.

Attachments:

- Questions and Answers Spreadsheet
- Ridership Addendum
- Cost Per Pass

Note:

All remaining questions are being reviewed and will be responded to via addendum soon. Please continue to monitor BidSync for updates.

Addendum must be acknowledged below and returned with the bid submittal. The underlined text is the addition or change. Some unchanged text from original solicitation is shown only for purposes of context. All other text not referenced below remains the same as stated in the original solicitation or as stated in previous addendums.

Sarah Martinez
Director of Procurement

Acknowledged by:

DocuSigned by:

Erin Abrams

F09EDB5002754FA...

Erin Abrams, River North Transit LLC Date: 8/31/2020

Firm/Representative

No		Question	Response	Date
1	7/30/2020	Is it possible for DCTA to grant an extension on this bid so that respondents can have ample time to prepare a more comprehensive response?	See Addendum 1.	7/30/2020
2	7/31/2020	On page 1 it says, "ridership by route provided as an addendum", when will this addendum be released?	See Addendum 3 for Ridership Addendum.	8/11/2020
3	7/31/2020	How is pricing scored relative to other vendors that submit proposals? (ie. Will it be scored relative to the entire general pool, or is pricing compared to select short listed vendors that exceed the technical requirements?	Pricing will be scored on the inclusion of costs associated with all aspects of setup, implementation and on-going support per year.	8/11/2020
4	7/31/2020	Can DCTA provide a map defining all preferred service zones/member cities?	DCTA anticipates that the contractor will make the recommendation on what the best service zone should be. DCTA's member cities include Denton, Lewisville and Highland Village.	8/11/2020
5	7/31/2020	Could you provide the relative weighting of each scoring criteria? (Project Cost, Project Approach, Timeline, Innovation, Customer Service & Data/Reports)	Scoring criteria will be weighted as follows: Project Cost: 10%, Project Approach: 25%, Timeline: 25%; Innovation 25%; Customer/Client Support 10%; Data/Reporting 5%	8/11/2020
6	7/31/2020	Could you provide the current operating cost/rider for the DCTA Connect service?	See Cost per Pass Attachment in Addendum 3.	8/11/2020
7	7/31/2020	Can we include supplementary information in an appendices? Beyond the response page limit of 20 pages?	Firms can provide appendices and paratextual materials that do not count towards the 20 pages. However these additional pages should not exceed 30 pages.	8/11/2020
8	7/31/2020	Could DCTA share the approximate budget for this project?	This has not been determined at this time.	8/11/2020
9	7/31/2020	If the operating facility is not leveraged, is there a proximity requirement for the contractor's new facility?	The contractor's facility should be located in close proximity to DCTA's three member cities (i.e. where services are provided).	8/11/2020
10	7/31/2020	Please identify all member cities that should be represented in the contractor's service planning models.	Denton, Lewisville and Highland Village are DCTA's member cities. DCTA also contracts with the city of Frisco and the McKinney Urban Transit District for services in those areas.	8/11/2020
11	7/31/2020	Please provide ridership, OTP, annual revenue hours, annual platform hours and miles, productivity and other relevant data for routes that are being replaced or currently operate within the micro-transit service zones.	See Addendum 3 for Ridership Addendum.	8/11/2020
12	7/31/2020	Due to unprecedented operational issues related to COVID-19, will DCTA consider further extending the proposal due date to allow bidders to prepare a thorough and responsive proposal?	See Addendum 2.	8/11/2020
13	7/31/2020	Based off of the August 24 hours of service provided in the RFP, are we correct in saying the first pick up will occur at 5:02 a.m. and the last drop off will occur at 10:08 p.m., Monday through Friday? This would be in line with the minimal service requirement.	In the City of Denton, the minimum requirement for the span of service is from 5:18 a.m. to 10:08 p.m. Monday through Friday and from 7:39 a.m. to 7:34 p.m. on Saturdays. In the City of Lewisville, the minimum requirement for the span of service is from 5:02 a.m. to 9:33 p.m. Monday through Friday and from 8:15 a.m. to 7 p.m. on Saturdays.	8/11/2020
14	7/31/2020	Please provide the anticipated contract award date.	It is DCTA's goal to issue the task order in September of 2020.	8/11/2020
15	7/31/2020	Please provide the anticipated service start date.	Estimated timeline would put service starting between the dates of October 2020 and January 2021.	8/11/2020
16	7/31/2020	Is there a certain percentage of ADA accessible vehicles that needs to be provided by the contractor?	The contractor would need to ensure that there are sufficient accessible vehicles in their fleet to accommodate any non-ambulatory trip scheduled throughout the service period. Assume less than 10% of the trips will need to have an accessible vehicle.	8/11/2020
17	7/31/2020	What is the required schedule for exterior cleaning?	At a minimum, once a week.	8/11/2020
18	7/31/2020	What is the required schedule for interior cleaning? Are there additional interior cleaning requirements that the county would like for the contractor to employ in response to COVID-19 concerns?	DCTA's fleet is subject to a deep cleaning every day with spot cleaning throughout the day by the operators as needed. Additionally, DCTA provides a barrier on board the vehicles between the operator and customers for added protection. At a minimum, the contractor shall follow DCTA's practices.	8/11/2020
19	7/31/2020	Is a bid bond required? If yes, what amount?	No	8/11/2020
20	7/31/2020	What KPIs need to be met to determine whether or not the service is a success?	Passengers per service hour, average wait times, boardings per service hour, trip duration and length, number of cancellations. Please include any other performance measures your software is capable of.	8/11/2020
21	7/31/2020	Is it anticipated that any of these on-demand trips will be walk ups?	Yes, please include information on your software's ability to add walk on passengers	8/11/2020
22				
22	7/31/2020	Please clarify how the cost will be evaluated. Will the full contract term be considered or only the year 1 price?	Pricing will be scored on the inclusion of costs associated with all aspects of setup, implementation and on-going support per year.	8/11/2020
23	7/31/2020	Who handles ADA passenger certifications? Please describe any responsibilities the contractor has for this process.	DCTA will handle all certifications, the contractor will be responsible for familiarizing themselves with all DCTA fare media including the ADA Certified ID.	8/11/2020
24	7/31/2020	Who is responsible for providing fuel? The county or contractor?	Contractor is responsible for providing fuel.	8/11/2020
25	7/31/2020	If the contractor is responsible for providing fuel, and given historical volatility of fuel costs, will the county include a fuel escalator clause in the contract?	Yes, a fuel escalator clause can be added if desired by the contractor.	8/11/2020
26	7/31/2020	Are on-board cameras required for contractor-provided vehicles?	Onboard cameras are not required.	8/11/2020
27	7/31/2020	Please clarify if the vehicle operators have to hold a CDL	It is up to the contractor to determine the size of the vehicle utilized. A CDL passenger endorsement is required for any commercial vehicle that transports 16 or more passengers including the driver.	8/11/2020
28	7/31/2020	Please clarify whether or not the contractor's drivers will be required to meet federal drug testing requirements.	Contractor can assume that a minimum of 80% of trips performed will require operators who meet federal drug testing requirements and approximately 20% can be handled by TNCs.	8/11/2020
29	7/31/2020	What are, if any, the forecasted trip volumes for this service?	DCTA will provide all bidders with ridership data. It is up to the contractor to provide estimated trip volumes.	8/11/2020
30	7/31/2020	Please confirm that the service area map, posted online, represents all member cities involved in this RFP.	Denton, Lewisville and Highland Village are DCTA's member cities. DCTA also contracts with the city of Frisco and the McKinney Urban Transit District for services in those areas.	8/11/2020

3 DocuSign Envelope ID: B6832A3F-97D9-43E5-8672-1A4DCA1B1D93			Contractor can assume that a minimum of 80% of trips performed will require operators who meet federal drug testing requirements and approximately 20% can be handled by TNCs. TNCs may also be used under a brokered service delivery model where non-federal funds are used.	8/11/2020
32	7/31/2020	If the entire service area is to be serviced, will the current paratransit ¼ mile radius be used to determine valid service area, or will there be an unlimited service range?	The entire service area needs to include support for ADA and Non-ADA trips.	8/11/2020
33	7/31/2020	Will the program focus on providing accessibility in areas that have less fixed route service? Or will the program focus on higher ridership, even if emphasizing ridership means providing more service in areas that already have better fixed route coverage?	The focus needs to be on maximizing ridership in the areas we serve while improving the coverage area.	8/11/2020
34	7/31/2020	Would the vehicle fleet be increased incrementally if ridership surpasses initial expectations?	It is up to the contractor to determine the number of vehicles needed to meet DCTA's performance metrics and to negotiate with DCTA on how the increases are handled.	8/11/2020
35	7/31/2020	If ridership demand surpasses ability to service, will there be a penalty for trip denial? Will any ADA denial rules apply?	If DCTA makes the determination that the contractor shall perform paratransit operations, then the ADA denial rules would apply.	8/11/2020
36	7/31/2020	Will maintenance staff be required, or is it OK to contract this service out?	The contractor shall provide the maintenance.	8/11/2020
37	7/31/2020	Will service dispatching run out of the existing dispatch center, or will a separate one need to be established?	The contractor will be responsible for dispatching the service.	8/11/2020
38	7/31/2020	Is the client expecting to have "management" level access to the software or just access to the data reports?	At a minimum, there should be client access to the data reports, management level access is preferred.	8/11/2020
39	7/31/2020	Will the client require extra hardware for drivers' use or will apps on personal phones be OK for the project?	The contractor shall be responsible for the technology on their own vehicles.	8/11/2020
40	7/31/2020	There is no mention of liquidated damages. Are there any that the vendor should be aware of?	No	8/11/2020
41	7/31/2020	When will DCTA's existing fleet and operating facilities be available for evaluation?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
42	7/31/2020	Please provide information on the county's provided fleet. Please include engine type, fuel type, current odometer readings, and average miles operated per year. Please advise if the contractor is required to provide any items on the bus (e.g., fareboxes, radios, MDT, etc.).	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
43	7/31/2020	What is the county's maximum email file size?	The maximum attachment size is 20 Mb	8/11/2020
44	7/31/2020	Does the proposed county operation facility have maintenance bays?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
45	7/31/2020	Does the proposed DCTA operation facility have an area for customer service and/or dispatch to operate out of?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
46	7/31/2020	Contractors will have a large amount of fixed costs to operate the services provided in the RFP. Would the county be open to and accept contract language that allows for price renegotiation if hours were to increase or decrease by a set percentage of hours, for example a 15% increase or decrease in hours?	Yes	8/11/2020
47	7/31/2020	Please verify that there is no Disadvantaged Business Enterprise (DBE) goal established for this contract and that a good faith effort is not required.	A DBE goal is not established for this task order.	8/11/2020
48	7/31/2020	With regard to the county's provided facility: Is there a lease required for the facility? If yes, is there any cost associated with the lease?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
49	7/31/2020	With regard to the county's provided facility: is the contractor responsible for any taxes, licenses, or utilities? If yes, please provide the cost for last 12 months for taxes, licenses, and utilities.	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
50	7/31/2020	With regard to the county's provided facility: Will the contractor be responsible for any costs associated with leasehold improvements?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
51	7/31/2020	Is there a secure fare collection room at the facility?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
52	7/31/2020	Does the county have a vehicle replacement schedule that can be shared? Are any new vehicles in the process of being procured for either replacement or expansion?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
53	7/31/2020	Does the county have any requirements regarding support vehicles? For example, type, number, age, mit, fuel type.	DCTA does not have any requirements in regards to support vehicles.	8/11/2020
54	7/31/2020	Can vehicles be fueled onsite? If not, what is the closest fueling location from the DCTA-provided facility?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
55	7/31/2020	For the proposed county facility, does the contractor need to provide any network cabling or facility IT upgrades?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
56	7/31/2020	Are there any non-standard system applications that need to be installed on contractor workstations if operating out of the county's facility?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
57	7/31/2020	Will the contractor need to host or support any application, web, or database servers?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
58	7/31/2020	For the proposed county vehicles, are there any other on-board applications that the contractor will be required to support (hardware or software) for passenger WIFI, AVL, passenger counting, farebox, etc.?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
59	7/31/2020	Who is required to provide the internet circuit for the county-provided facility?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
60	7/31/2020	With regard to the county-provided facility, is the contractor able to segment a separate VLAN off the county's internet service?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
61	7/31/2020	What up/down bandwidth is available to the contractor on the county's internet service?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
62	7/31/2020	If the county's proposed facility is an option, please confirm that the contractor can install their own managed router and switch for segmented VLAN.	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
63	7/31/2020	For the county's facility, can you please provide detail on the office/facility phone and internet lines/connections in each work area	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020

6	DocuSign Envelope ID: B6832A3F-97D9-43E5-8672-1A4DCA1B1D93	able for contractor servers, switch, routers, etc.?	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
65	7/31/2020	Call recordings – Are contractors required to make call recordings available to the county? HIPAA regulations raise concerns in this area and may require a very controlled process	Customer service will be handled by DCTA, so call recordings are not necessary.	8/11/2020
66	7/31/2020	If the county is providing a telephone system, are there Service Level Agreements (SLA), Business Continuity Plans (BCP), or Disaster Recovery (DR) plans that contractors need to follow? If so, please provide copies.	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
67	7/31/2020	Please provide a diagram of the technology landscape. Please show applications/services, who uses each, are they on a server or in the cloud, etc.	The contractor will be responsible for providing facilities. See Addendum 3 for additional information.	8/11/2020
68	7/31/2020	Who currently performs vehicle maintenance on the proposed county vehicles?	Currently DCTA is responsible for vehicle maintenance. If proposing a turnkey service, the contractor will need to provide their own maintenance.	8/11/2020
69	7/31/2020	If the county's vehicles are not leveraged, is there a size, type, and/or seating capacity that is envisioned for this service?	Contractor shall determine the best fleet for the service they are proposing.	8/11/2020
70	7/31/2020	Should vehicle branding (wraps) be included in the contractor's price?	Yes	8/11/2020
71	7/31/2020	Please clarify whether DCTA will subsidize the fares for this proposed service. If so, why is it anticipated that fare revenue will be collected?	Currently DCTA does not intend to subsidize fares for any of these services. Should DCTA choose to subsidize fares in the future, contractor shall make recommendations on the subsidy amount.	8/11/2020
72	7/31/2020	Please clarify who the "multiple providers" are referenced in the "purpose and objective" section of the RFP.	DCTA may elect to contract with different entities for this Task Order, and contractor must demonstrate the ability of their software to integrate with other service providers. Multiple providers refers to the firms that entered into master on-call contracts under Request for Proposals (RFP) 19-05.	8/11/2020
73	7/31/2020	Does the response page limit of 20 pages include cover pages or tabs? Does it include attachments or required forms, like the addenda acknowledgement or the sample data and ridership reports?	Firms can provide appendices and paratextual materials that do not count towards the 20 pages. However these additional pages should not exceed 30 pages.	8/11/2020
74	7/31/2020	Is a performance bond required? If yes, what amount?	No	8/11/2020
75	7/31/2020	What is the anticipated call volume for the real-time customer service department? (Submitted: Jul 31, 2020 1:50:52 PM CDT)	Customer service will be handled by DCTA, so call recordings are not necessary.	8/11/2020
76	8/3/2020	Given the volume of questions received, would DCTA consider extending the submission deadline by at least an additional week, preferably two? This extension would allow the agency ample time to respond to questions and bidders time to assess and incorporate these responses into our submissions.	See Addendum 2.	8/11/2020
77	8/3/2020	Will DCTA consider adding the following language to the service agreement: In the event Contractor is unable to provide the transportation services as specified in this Agreement because of any act of God, civil disturbance, fire, riot, war, terrorism, picketing, strike, labor dispute, labor shortages, governmental action, pandemics, epidemics, or any other condition or cause beyond Contractor's control, DCTA shall excuse Contractor from performance under this Agreement.	This is already addressed in the master on-call agreement under Section 10.3 Termination for Force Majeure.	8/11/2020
78	8/4/2020	Page 4 – Could DCTA provide us with a map presenting the different services and information on the overall geographical service area?	Denton, Lewisville and Highland Village are DCTA's member cities. DCTA also contracts with the city of Frisco and the McKinney Urban Transit District for services in those areas.	8/11/2020
79	8/4/2020	Pages 7 & 8 – PURPOSE AND OBJECTIVE/ PRICING AND FARE REVENUE In order to evaluate the Level Of Effort for the integration with GOPass, could you please provide us with the specifications of the API. Please precise if this integration is a "must have" or "nice to have" requirement as its integration will have a significant impact on the price proposal. Can you confirm that the integrator behind the DART GOPass app (Unwire) will be fully engaged in the DCTA project?	The integration is a must have but DCTA requests that all bidders propose the integration as a second phase or task which must include an estimated cost and timeline to implement the integration if it is not already part of your application solution. DCTA will ensure the DART and Unwire work with DCTA and the contractor of this task to implement the integration.	8/11/2020
80	8/4/2020	Is it expected that the contractor manages call center activity to provide information and booking services (resources/infrastructure)?	DCTA's call center will manage all customer services requests. If DCTA decides to have the contractor manage ADA services then the contractor will be required to handle bookings services and calls related to the service pickup and dropoffs.	8/11/2020
81	8/4/2020	Page 6 - DCTA envisions an app that can plan a multi-modal trip [...]involving not only the demand response vehicle in the first/last mile zone, but also any rail or fixed route buses as may be necessary to complete the trip. Such app would be able to schedule the demand response ride to coincide very closely with the arrival and departure of connecting vehicles. Could you please confirm that this multi-modal trip planner is to be priced within the proposal or will it be part of another Task Order?	DCTA requests that all firms propose the multi-modal trip planning as part of this task order but can suggest this as a follow on phase or task which must include an estimated cost and timeline to implement the functionality if it is not already part of your application solution.	8/11/2020
82	8/4/2020	What is the annual budget allocated for this service?	This has not been determined at this time.	8/11/2020
83	8/4/2020	Within the BidSync Summary section of the RFP, it states a "Response page limit is 20 pages" with the RFP/Attachments having no mention of this page limit. To ensure a thorough proposal, the question is: Does this RFP have a page limit? If Yes, what counts and what does not count towards that page limit?	Firms can provide appendices and paratextual materials that do not count towards the 20 pages. However these additional pages should not exceed 30 pages.	8/11/2020
84	8/4/2020	Is DCTA open to drivers who are independent contractors, provided they meet all the requirements of the task order?	Yes	8/11/2020
85	8/4/2020	Can DCTA confirm that the terms and conditions contained in the master on-call contracts signed by prospective vendors apply to this task order?	Yes	8/11/2020
86	8/4/2020	Can DCTA share a formula by which pricing will be evaluated?	Pricing will be scored on the inclusion of costs associated with all aspects of setup, implementation and on-going support per year.	8/11/2020
87	8/4/2020	Can DCTA clarify the weighting of the various evaluation criteria listed in the task order?	Scoring criteria will be weighted as follows: Project Cost: 10%, Project Approach: 25%, Timeline: 25%; Innovation 25%; Customer/Client Support 10%; Data/Reporting 5%	8/11/2020
88	8/4/2020	Who is the current operator for DCTA?	NTMC	8/11/2020

ADDENDUM**DCTA Connect - Monthly Ridership by Route (July 2019 - July 2020)**

Month/Year	Route 1	Route 2	Route 3	Route 4	Route 5	Route 6	Route 7	Route 8	Route 21	Route 22	Highland Village
July-19	2,026	4,471	4,044	5,630	2,449	2,907	7,306	4,002	5,084	6,981	148
August-19	2,448	4,670	5,248	5,613	2,930	3,335	8,964	3,616	4,504	7,415	152
September-19	2,668	3,862	5,628	5,422	4,523	5,015	8,833	5,245	3,880	6,141	168
October-19	2,701	4,374	5,923	6,225	4,923	5,015	9,028	7,895	4,866	6,295	266
November-19	2,010	3,572	4,701	4,822	3,642	3,734	7,487	6,589	3,513	5,393	119
December-19	1,835	3,959	4,919	4,663	2,570	2,515	5,950	3,387	3,625	4,950	105
January-20	2,210	3,915	6,049	4,280	3,642	3,533	7,513	5,374	3,625	4,784	199
February-20	2,124	3,839	5,839	4,168	3,839	3,613	7,367	5,678	3,910	5,129	174
March-20	1,464	2,945	3,366	3,608	1,796	1,815	5,096	2,547	2,813	3,631	59
April-20	631	1,394	970	1,831	588	433	2,169	570	1,447	1,662	-
May-20	766	1,745	1,047	2,413	300	884	2,651	234	1,780	2,058	-
June-20	921	1,678	1,309	2,320	-	1,035	2,767	-	1,471	2,311	-
July-20	825	1,785	1,427	2,562	-	1,082	3,457	-	1,596	2,675	-

DCTA Connect - July 2020 Revenue Miles & Hours By Route

Month/Year	Route 1		Route 2		Route 3		Route 4		Route 6		Route 7		Route 21		Route 22	
July-20	Rev. Mi.	Rev. Hr.	Rev. Mi.	Rev. Hr.	Rev. Mi.	Rev. Hr.	Rev. Mi.	Rev. Hr.	Rev. Mi.	Rev. Hr.	Rev. Mi.	Rev. Hr.	Rev. Mi.	Rev. Hr.	Rev. Mi.	Rev. Hr.
	4,443	294	3,796	322	3,223	321	8,071	587	2,991	242	3,683	315	8,278	572	7,494	602

Mode	Entity	OpEx	
Demand Response	Denton DR	\$	934,785.00
Demand Response	Lewisville DR	\$	644,599.00
Demand Response	Denton Enterprise Airport Zone	\$	350,847.00
Demand Response	Lewisville Lakeway Zone	\$	202,957.00
Demand Response	Frisco DR	\$	418,358.00
Demand Response	Collin County DR	\$	189,333.00
DEMAND RESPONSE		TOTAL \$	2,740,879.00
Demand Response - Taxi	CCT Taxi	\$	196,428.00
Demand Response - Taxi	Frisco Taxi	\$	120,517.00
DEMAND RESPONSE - TAXI		TOTAL \$	316,945.00
Bus	UNT Service	\$	3,969,121.00
Bus	NCTC Service	\$	496,347.00
Bus	Denton Connect	\$	5,171,705.00
Bus	Lewisville Connect	\$	2,533,875.00
Bus	Highland Village Connect	\$	527,283.00
Bus	North Texas Xpress	\$	446,418.00
BUS		TOTAL \$	13,144,749.00
Vanpool	Vanpool	\$	139,689.00
VANPOOL		TOTAL \$	139,689.00
Rail	Rail	\$	16,982,605.00
RAIL		TOTAL \$	16,982,605.00

Passengers	Cost per Passenger Trip	
16,852	\$	55.47
12,862	\$	50.12
1,353	\$	259.31
5,497	\$	36.92
6,706	\$	62.39
2,496	\$	75.85
45,766	\$	59.89
9,065	\$	21.67
4,647	\$	25.93
13,712	\$	23.11
1,774,197	\$	2.24
14,797	\$	38.79
431,781	\$	11.98
122,456	\$	20.69
1,822	\$	289.40
12,804	\$	34.87
2,357,857	\$	5.57
128,171	\$	1.09
128,171	\$	1.09
393,700	\$	43.14
393,700	\$	43.14



August 19, 2020

ADDENDUM NO. 4

MaaS Task Order #2: On-Demand Service in Member Cities and Contract Cities

Changes:

1. Online overview conference via Teams has been rescheduled to **Thursday August 20, 2020 at 12:00pm CST**. Conference will provide an overview of the Task Order Scope of Work. It is not mandatory. See BidSync for Teams meeting information.

Note:

All questions have been addressed and are available on BidSync. Please continue to monitor BidSync for updates.

Addendum must be acknowledged below and returned with the bid submittal. The underlined text is the addition or change. Some unchanged text from original solicitation is shown only for purposes of context. All other text not referenced below remains the same as stated in the original solicitation or as stated in previous addendums.

A handwritten signature in black ink, appearing to read "Sarah Martinez", is positioned above the printed name.

Sarah Martinez
Director of Procurement

Acknowledged by: DocuSigned by: Erin Abrams, River North Transit LLC Date: 8/31/2020
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Firm/Representative



August 24, 2020

ADDENDUM NO. 5

MaaS Task Order #2: On-Demand Service in Member Cities and Contract Cities

Changes:

1. Electronic response deadline has been changed from Wednesday, August 26, 2020 by 3pm CST to **Monday, August 31, 2020 by 3pm CST.**
2. Response page limit has been increased to 30 pages excluding appendices.

Notes:

Electronic responses via BidSync will only be accepted.

Addendum must be acknowledged below and returned with the bid submittal. The underlined text is the addition or change. Some unchanged text from original solicitation is shown only for purposes of context. All other text not referenced below remains the same as stated in the original solicitation or as stated in previous addendums.

A handwritten signature in black ink, appearing to read "Sarah Martinez", is positioned above the printed name.

Sarah Martinez
Director of Procurement

Acknowledged by: A handwritten signature in black ink, appearing to read "Erin Abrams", is written over a blue DocuSign signature line. Below the signature line, the text "Firm/Representative" is printed.

DocuSigned by:

Erin Abrams

Erin Abrams, River North Transit LLC Date: 8/31/2020

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Firm/Representative

Appendices



Appendix A: Data Reporting

Via has created comprehensive reporting tools, which are accessible through an online Tableau account. Partners receive access to the following:

The **Growth & Quality of Service (QoS) Report** provides a snapshot of the service for each day. This report is also emailed daily.

The **Mileage & Sharing Dashboard** provides insights on how the service is evolving week over week, allowing partners to easily assess service trends over time. The most recent week's report is also emailed.

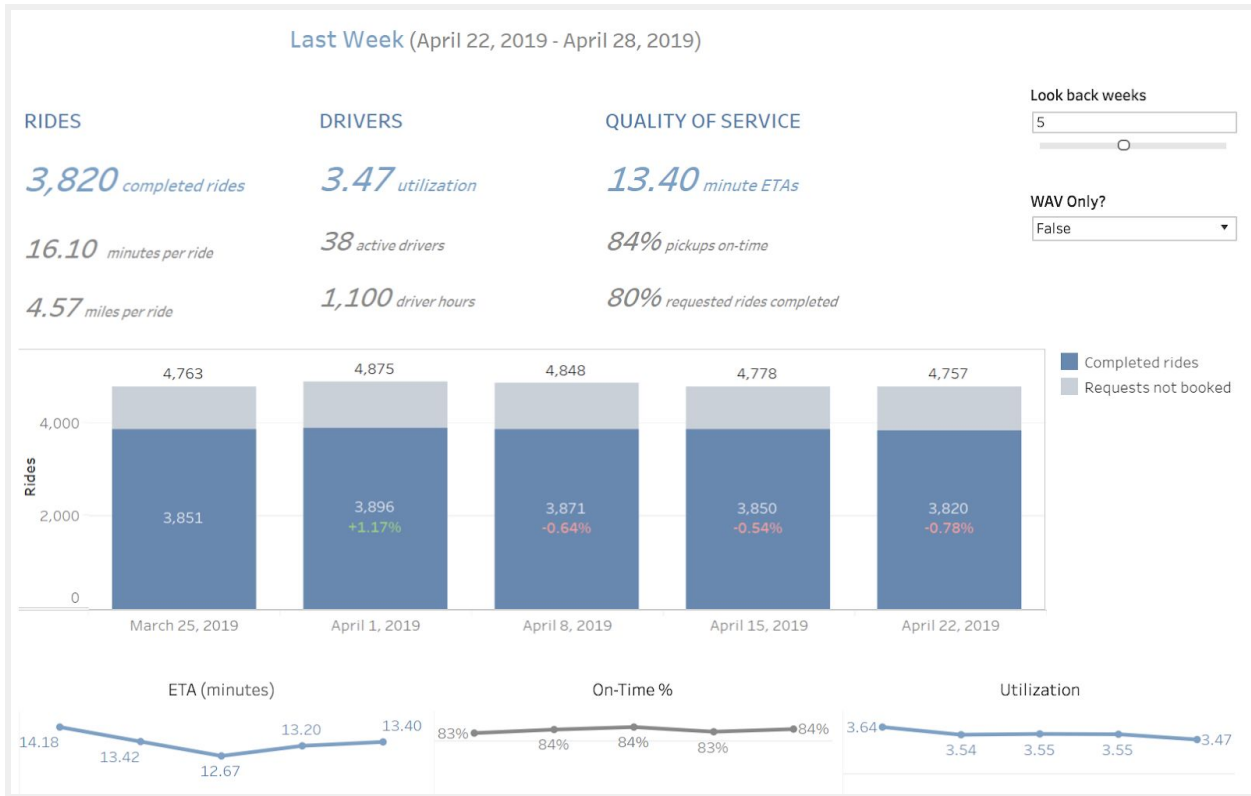
The **Ride Report** includes granular data for every ride request, which partners can filter and download to create customized reports.

Via can also create **Custom Reports*** to help partners investigate specific areas of interest. Please see the following pages for detailed descriptions of each data resource.

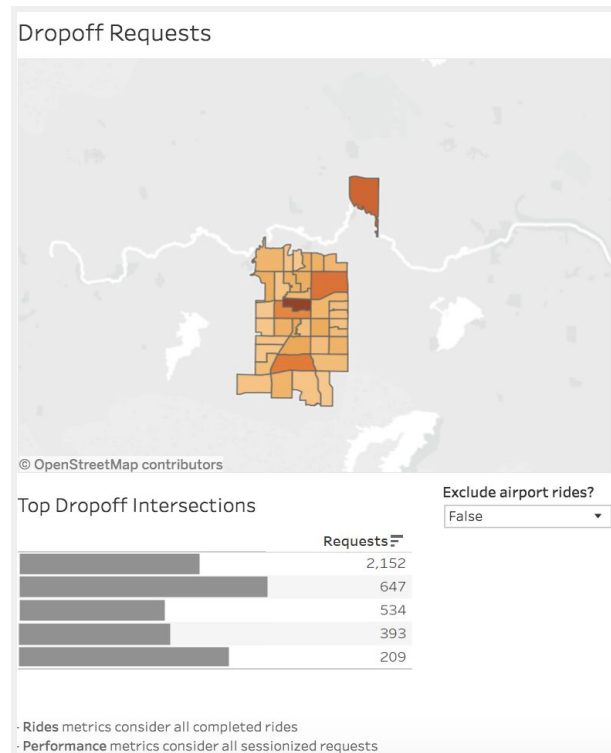
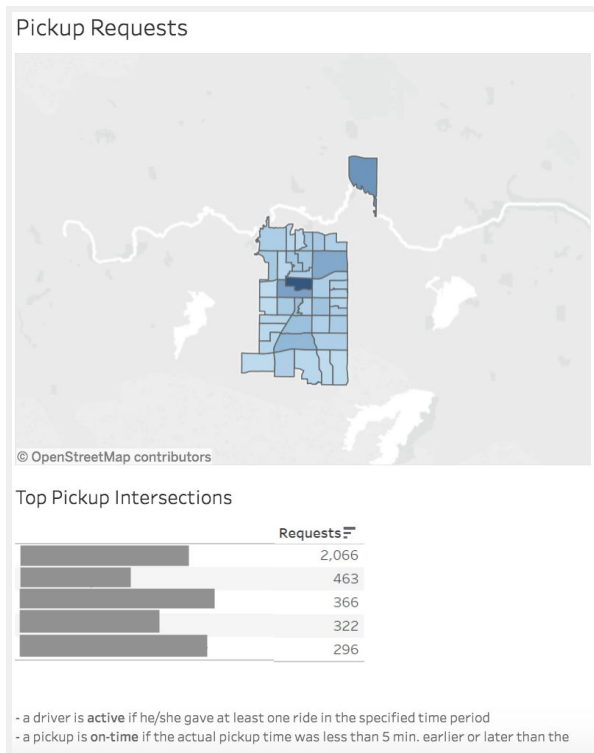
Growth & QoS Report

This report provides a summary of growth and service quality, including:

- Number of completed rides, including weekly trend graph
- Average journey time, including weekly trend graph
- Average distance per ride
- Average utilization (passengers per vehicle hour)
- Number of active drivers
- Number of driver hours
- Average wait time
- Average percentage of on-time pickup requests
- Average percentage of completed requested rides



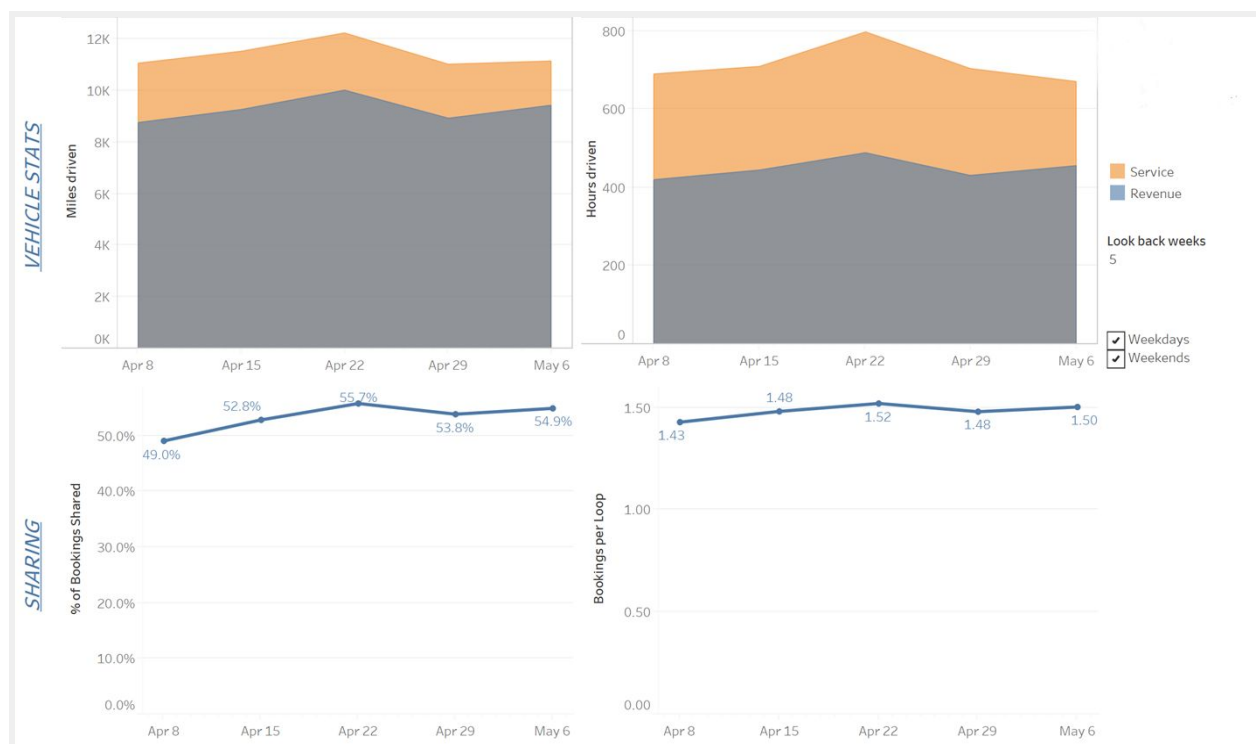
In addition, the Growth and QoS Report provides origin and destination **heat maps** by polygon and **top locations** for pickups and drop-offs:



Mileage & Sharing Dashboard

This report contains aggregate vehicle and sharing metrics, including:

- Vehicle miles driven
- Vehicle hours driven
- Percentage of bookings shared¹
- Bookings per loop²



The Rides Report

The Rides Report contains granular data for each ride, including:

- Request date and time
- Ride status (completed, canceled, not accepted, etc.)
- Pickup and dropoff times
- Destination latitude and longitude

¹ A booking is considered shared if it was in a vehicle with another booking at any point.

² A loop is defined as the time between when an empty vehicle picks up its first passenger to the next time it is empty.

- Number of passengers
- Proposal ETA
- Ride distance
- Trip duration
- Ride cost
- Ride rating

Request Date: February 4, 2019 to April 17, 2019
Request Status: (Multiple values)

RIDER_ID	RIDE_ID	REQUEST_ DATETIME	REQUEST_ STATUS	PICKUP_ DATETIME	ORIGIN_ LAT	ORIGIN_ LONG	DROPOFF_ DATETIME	DESTINATIO N_LAT	DESTINATIO N_LONG	N_PASSENG ERS
82	182828	9 Apr 2019 ..	No-Showed	Null	53.408	-2.992	Null	53.414	-2.981	1
321	167767	15 Mar 201..	Completed	3/15/2019 ..	53.353	-2.847	3/15/2019 ..	53.336	-2.855	1
384	180467	5 Apr 2019 ..	Completed	4/5/2019 4:..	53.406	-2.988	4/5/2019 4:..	53.407	-2.979	2
3872	165155	11 Mar 201..	Cancelled	Null	53.404	-2.993	Null	53.338	-2.855	1
4756	174657	27 Mar 201..	Completed	3/27/2019 ..	53.403	-2.986	3/27/2019 ..	53.409	-2.987	2
	174712	27 Mar 201..	Completed	3/27/2019 ..	53.39	-2.915	3/27/2019 ..	53.417	-2.921	1
4762	159483	1 Mar 2019 ..	Completed	3/1/2019 1:..	53.405	-2.98				
	159681	1 Mar 2019 ..	Cancelled	Null	53.353	-2.847				
5047	152487	16 Feb 201..	Cancelled	Null	53.408	-2.961				
	152490	16 Feb 201..	Completed	2/16/2019 ..	53.404	-2.972				
	152614	16 Feb 201..	Completed	2/16/2019 ..	53.393	-2.978				
	158927	28 Feb 201..	Cancelled	Null	53.397	-2.915				
	163136	7 Mar 2019 ..	Completed	3/7/2019 3:..	53.397	-2.916				
	163284	7 Mar 2019 ..	Completed	3/7/2019 6:..	53.404	-2.986				
	163600	8 Mar 2019 ..	Completed	3/8/2019 9:..	53.397	-2.916				
	168432	16 Mar 201..	Completed	3/16/2019 ..	53.397	-2.916				
	168517	16 Mar 201..	Completed	3/16/2019 ..	53.402	-2.988				
	172911	24 Mar 201..	Completed	3/24/2019 ..	53.416	-2.917				
	172950	24 Mar 201..	Completed	3/24/2019 ..	53.397	-2.916				
	172982	24 Mar 201..	Completed	3/24/2019 ..	53.376	-2.938	3/24/2019 ..	53.397	-2.916	3
	176273	29 Mar 201..	Completed	3/29/2019 ..	53.402	-2.988	3/29/2019 ..	53.397	-2.916	1

Download

Select your file format.

Image

Data

Crosstab

PDF

Tableau Workbook

Cancel

Partners can filter the data to show a specific range of dates and ride statuses. The report is downloadable from Tableau as a .csv or .xlsx file -- with which partners can create their own customized reports -- or as a PDF or image.

A Note on Compliance

As a sub-recipient of funding from the U.S. Federal Transit Administration (Mobility On-Demand and Job Access and Reverse Commute program funding), and Transport for New South Wales, the transportation statutory authority of the New South Wales Government in Australia, Via understands the importance of complying with reporting requirements from government funding bodies. To that end, Via commits to providing partners with additional data, including all data required for NTD reporting, as may be required to receive and sustain government support.

Appendix B: Proposed Staff Resumes



John Criezis

PROJECT MANAGER | Partner Success Manager at Via

John manages a portfolio of Via partnerships, acting as the primary point of contact and advocate for each deployment he manages.

Through regular check-in meetings, John helps partners understand ridership data trends and address key operational growth challenges, from marketing strategy to the technical features of the Via platform on an ongoing basis.

Before transitioning to Partner Success, John was the General Manager of Via's Chicago service. John oversaw daily operations, strategy, and community engagement for Via in Chicago. He led the Chicago team to ensure operational excellence, customer satisfaction, and to set growth goals.

Prior to Via, John co-founded Bē, a retail technology and innovation company. John also has extensive experience as an investment analyst for global asset management firm T. Rowe Price and earned the CFA designation.

John holds an MBA from the University of Chicago Booth School of Business and a B.S. in Mechanical Engineering, Entrepreneurship and Management from Johns Hopkins University.

SELECTED VIA PROJECT EXPERIENCE

Northwestern Safe Ride

Evanston, IL | 2019 - present

John co-led service design, contracting, and launch efforts for this successful university shuttle service, and continues to serve as partner success manager.

Via Chicago | 2017 - 2019

As General Manager, John leads the operations, strategy, and community engagement for Via in Chicago. Prior to overseeing all aspects of our service, John led efforts to grow ridership and enhance the rider experience.

PROFESSIONAL EXPERIENCE

Via Transportation, Inc.

Partner Success Manager | 2019 - present

General Manager | 2018 - 2018

Co-Founder and COO, Bē

2014 - 2016

T. Rowe Price

Associate Analyst | 2009 - 2014

Investment Fellow | 2007 - 2009

EDUCATION

MBA, The University of Chicago Booth School of Business (Chicago, IL), 2014

B.S., Mechanical Engineering, Entrepreneurship and Management, The Johns Hopkins University (Baltimore, MD), 2007



Rachel Birnbaum

LAUNCH MANAGER | Expansion Principal at Via

Co-leading DCTA's launch, Rachel will coordinate local configurations of Via's technology and stakeholder training

As a member of Via's Expansion team, Rachel uses her project management skills to work with partners to set services up for success from the very beginning. Rachel has experience deploying on-demand and pre-booking services in major cities and rural areas including Fort Worth, Texas and Franklin County in Washington state, respectively.

Prior to Via, Rachel was the Director of Vertical Expansion for TodayTix, a global company that provides on-demand access to arts and cultural entertainment in major cities around the world. In this role, Rachel led the company's expansion into new entertainment categories, including opera, dance, and virtual reality.

Rachel holds a Bachelor of Science from Northwestern University.

SELECTED VIA PROJECT EXPERIENCE

ZipZone Expansion

Fort Worth, TX | 2020

Rachel is currently leading the launch of two new zones in partnership with Trinity Metro. The goal of this service is to provide additional mobility in underserved neighborhoods of Fort Worth, TX.

BFT Connect

Tri Cities, WA | 2020

Rachel co-led the launch of an emergency service in Tri-Cities, WA in partnership with Ben Franklin Transit. This temporarily free service was launched remotely in just one week during which time Rachel managed driver acquisition and registration.

PROFESSIONAL EXPERIENCE

Expansion Principal, Via Transportation, Inc.

2020 - present

TodayTix

Director of Expansion | 2018 - 2020

Marketing & Partnerships Manager | 2016 - 2018

Executive Assistant to Broadway Producer Kevin McCollum, Alchemation

2013 - 2015

EDUCATION

B.S., Northwestern University (Evanston, IL), 2013



Alexander Blustein

LAUNCH MANAGER | Expansion Associate Principal at Via

Alex will co-lead the launch of DCTA's on-demand service, handling driver and vehicle preparation and management

Alex is an Expansion Associate Principal at Via where he focuses on both product development and operations-heavy, on-demand transportation launches with a focus on US deployments. His work with Via includes the development of product tools utilized in the launch process and providing operational support.

Before joining Via, Alex worked in Revenue Management for Anheuser-Busch InBev, with a particular focus on pricing and data analytics. His academic work focused on queuing theory and resource optimization.

SELECTED VIA PROJECT EXPERIENCE

Birmingham On-Demand

Birmingham, AL | 2019

Alex led the launch of Birmingham On-Demand, a ridesharing service seeking to provide affordable and improved mobility options, particularly in low-income areas of the city.

Via Cupertino

Cupertino, CA | 2019

Alex provided launch support for Via Cupertino, a first- and last-mile ORSM service for Cupertino residents. In Cupertino, Alex was able to successfully integrate the Sunnyvale Caltrain Station, a satellite train station.

BotRide

Irvine, CA | 2019

Alex helped lead the launch of BotRide, an on-demand ridesharing service that uses autonomous vehicles. This cooperation between Via, Hyundai Motors and Pony.ai seeks to better understand the future of mobility. Alex was responsible for nuanced product development and integration needed to successfully run this autonomous, on-demand service.

SELECTED VIA PROJECT EXPERIENCE, CONT.

Via Internal Operations

2019 - present

Alex led the development of multiple internal product tools in conjunction with Via's technical engineering team focused on compliance and driver registration used in all U.S. deployments in which Via operates services on behalf of partners.

PROFESSIONAL EXPERIENCE

Expansion Associate Principal, Via Transportation, Inc.

2019 - present

Revenue Management, Anheuser-Busch InBev

2014 - 2019

EDUCATION

B.S., Systems Engineering and Finance, Washington University in St. Louis (St. Louis, MO), 2016



Uri Mandelbourn

TECHNICAL LEAD | Director of Platforms at Via

As the Technical Lead, Uri will lead the team responsible for technical project delivery.

As Director of Platforms at Via, Uri leads the technical project management team responsible for partnerships with cities and transit agencies. He oversees technical support and maintenance on an ongoing basis, responds to partner feedback, and creates new features to ensure project success.

Uri joined Via in 2014 as Production Manager before taking on the Head of Platform position. As Production Manager, Uri was in charge of Via's development flow and release process.

He led Via's quality assurance team, ensuring Via's products remained stable and smooth through the development and the addition of new product features and functionalities. Uri has played a leading role in every Via partnership launch.

Prior to Via, Uri was a consultant and project manager for SAP ERP (Enterprise Resource Planning) Systems and served in the Israeli Navy for seven years.

SELECTED VIA PROJECT EXPERIENCE

Various Via Partners | 2016 - present

Uri served as the technical lead on multiple new Via microtransit deployments, including: "ZipZone" for Trinity Metro (Fort-Worth, Texas); "Bubble" for Dan Tours (Tel Aviv, Israel); "Mobility On-Demand (MoD)" for LA Metro (Los Angeles, California); "HillsVia" for Mori Building (Tokyo, Japan), "Keoride" for Keolis Downer (Sydney, Australia), "ArrivaClick" for Arriva Bus UK, (Sittingbourne, UK); "Pickup" for Capital Metropolitan Transportation Authority (Austin, Texas); "Savy" for GoBus Transport (Queenstown, New Zealand); "Via Arlington" (Arlington, Texas); and "Via West Sacramento" (West Sacramento, California).

PROFESSIONAL EXPERIENCE

Via Transportation, Inc.

Director of Platforms | 2016 - present

Production Manager | 2014 - 2016

Consultant and Project Manager, Complete Business Solutions

2013 - 2015

Patrol Boat Squadron Leader, Israeli Navy

2005 - 2007

Technical Leader, Israeli Navy

2004 - 2005

Patrol Boat Commander, Israeli Navy

2003 - 2004

EDUCATION

BSc, Industrial Engineering, Tel Aviv University (Tel Aviv, Israel), 2012



David Perlmutter

PROJECT PLANNER | Transit Planning Principal at Via

As Project Planner, David will work with DCTA and their consulting team to develop the best possible plan for DCTA's microtransit zone

David Perlmutter specializes in crafting transit plans that offer riders superior service adapted to the age of on-demand mobility. His approach to transportation planning prioritizes strengthening multimodal networks so that people can easily connect with jobs, services, and one another.

Before joining Via, David worked as a transportation planner for Nelson\Nygaard, supporting transit, TDM, and shared mobility studies for communities throughout the United States. He brings strong GIS and data analysis skills needed to evaluate transit operations as well as design service alternatives.

SELECTED PROJECT EXPERIENCE

Rural Mobility Fund Application

Cheshire West & Chester Council, UK | 2020

Led a Council's DfT grant application process seeking funds to operate pre-booked and on-demand transit to improve mobility for under-served rural communities in the West Midlands.

Microtransit Pilot

Los Angeles, CA | 2018 – 2019

David developed a ridership estimation methodology and supported service design for an on-demand transit demonstration project aimed at expanding the reach of Los Angeles County Metropolitan Transportation's fixed-route services.

Better Bus Project

Boston, MA | 2018 – 2019

For the Massachusetts Bay Transportation Authority, David evaluated fixed-route bus service performance and developed line-level route profiles in a comprehensive operations analysis (COA) and service network redesign, resulting in changes adopted for dozens of routes system-wide.

PROFESSIONAL EXPERIENCE

Transit Planning Principal, Via Transportation, Inc.

2020 - present

Associate Transportation Planner, Nelson\Nygaard

2015 - 2020

Intern, Regional Plan Association

2014 - 2015

College Aide, New York City Transit

2013 - 2014

Geo Operations Lead, Google (contract via Adecco Technical)

2013

GIS Content Analyst, Apple (contract via Pro Unlimited)

2012 - 2013

Customer Development Lead, Bright.com

2011 - 2012

EDUCATION

M.S., Urban Planning, Columbia University (New York, NY), 2015

B.A., Geography, University of Washington (Seattle, WA), 2010



Leonie Stevens

SENIOR PROJECT ADVISOR | Director of Expansion at Via

As a senior project advisor, Leonie will oversee the planning, launch and ongoing operation of the service.

As Director of Expansion with Via, Leonie has extensive experience launching and managing operationally complex services. Leonie joined Via in 2016 to lead the Global Driver Experience Team as an Operations Principal in New York.

In 2018, Leonie transitioned to the Expansion Team where she played an integral role in ViaVan's European launches in London, Amsterdam, and Berlin.

Today, Leonie leads the team that manages the launch of all TaaS deployments globally. She is also the General Manager of the DOE Via for Schools deployment in New York City and oversees additional Via for Schools launches.

Prior to Via, Leonie worked as a Strategy Consultant at Booz&Company and received an MBA from Columbia Business School.

SELECTED VIA PROJECT EXPERIENCE

NYC Department of Education | 2019 - present

Leonie is the General Manager of the Via for Schools deployment in New York City. She has been involved at every stage of the planning and launch process, and will continue to coordinate with the Department of Education stakeholders during mature operations.

BotRide

Irvine, CA | 2019

Leonie led the launch of BotRide, the first shared, on-demand and autonomous deployment live on public roads. Her responsibilities included overseeing the technical integration of Via's technology with that of Pony.ai and guiding Hyundai Motors in setting up operations, marketing, and customer support.

bubbleDan

Tel Aviv | 2019

Leonie launched "bubble", the 100-vehicle on-demand public transit service that Tel Aviv transit operator Dan launched in cooperation with the Israeli Ministry of Transportation.

SELECTED PROJECT EXPERIENCE, CONT.

Via New York City | 2016 - 2017

Leonie was part of the NY Operations Team, where she managed the Driver Experience Team and developed international processes and KPIs for driver satisfaction, support, performance, and engagement.

PROFESSIONAL EXPERIENCE

Via Transportation, Inc

Director of Expansion | 2018 - present

Interim General Manager (Berlin) | 2018

Operations Principal | 2016 - 2017

Senior Consultant, Booz&Company

2012 - 2015

EDUCATION

MBA, Columbia Business School (New York), 2016

M.Sc., Technology Management, University of Groningen (The Netherlands), 2012

B.Sc., Technology Management, University of Groningen (The Netherlands), 2010



Kate Welsh

SENIOR PROJECT ADVISOR | Expansion Principal

As a senior project advisor, Kate will oversee the planning, launch and ongoing operation of the service.

As an Expansion Principal at Via, Kate leads service scoping and design to ensure smooth launches for our partners. After a service launch, and on an ongoing basis, she works to optimize services for cost-efficiency and quality.

Prior to Via, Kate was a Harvard Government Performance Lab Innovation Fellow in Los Angeles, where she led an initiative for the Mayor's Office of Budget and Innovation to streamline procurement practices across the city with a focus on contract outcomes and strategic asset management. Prior to pursuing her MBA, Kate helped negotiate and launch new corporate partnerships for TED Conferences.

SELECTED VIA PROJECT EXPERIENCE

UTA On-Demand

Utah Transit Authority | 2019

Kate launched UTA On-Demand, Utah Transit Authority's rideshare service designed to enable connections to fixed-route transit for riders in the Salt Lake City region.

LA Metro | 2018 - present

Microtransit Project

Kate managed the research and design of a microtransit feasibility study for LA County. She managed an external team of transportation and marketing consultants to build a turnkey launch, operation, and business plan for an LA Metro-run microtransit service across the County.

Mobility On-Demand Project

Kate led the launch and managed the ongoing operations of Via's service with LA Metro, providing first-and last-mile solutions to and from three busy Metro stations.

SELECTED PROJECT EXPERIENCE, CONT.

Harvard University Evening Van

Cambridge, MA | 2018 - present

Kate led the launch and manages the ongoing success of The Harvard Evening Van, Harvard University's late-night campus shuttle service, powered by Via's on-demand technology. The service was previously powered by TransLoc's Microtransit application. The University decided to switch technology providers based on rider and driver feedback.

PROFESSIONAL EXPERIENCE

Expansion Principal, Via Transportation, Inc.

2018 - present

Partnerships Program Manager, TED Conferences

2012 - 2015

EDUCATION

MBA, Harvard Business School (Cambridge, MA), 2017

B.A., History, Brown University (Providence, RI), 2012



Alejandro Miranda

LAUNCH SUPPORT | Expansion Associate

Alejandro will support planning, scoping and project launch.

Alejandro is an Expansion Associate at Via where he focuses on both product development and operations-heavy, on-demand transportation launches. Alejandro handles scoping and execution of multiple projects at Via.

Before joining Via, Alejandro worked in the expansion team at Cargo where he managed international launches in Latin America. Prior to that Alejandro was completing his studies at Georgetown University's McDonough School of Business.

SELECTED VIA PROJECT EXPERIENCE

Via Jersey City
Jersey City, NJ | 2020

Alejandro provided launch support for Via's Jersey City TaaS launch. This service enables thousands of Jersey City residents to connect with fixed-route transit hubs, improves access to lower manhattan from former transit deserts and helps low-income neighborhoods connect with employers in the downtown area.

Via Buckhead
Buckhead, AL | 2020

Alejandro assisted Via's launch of an on-demand shuttle service in Buckhead Alabama. This service serves as a first mile last mile solution that better connects the city of Buckhead with train stations that take commuters to Atlanta.

PROFESSIONAL EXPERIENCE

Expansion Associate, Via Transportation, Inc.
2020 - present
Launch Associate, Cargo Systems
2019

EDUCATION

B.S., Operations and Information Management
Georgetown University (Washington, DC), 2019



Mackenzie Gray

LAUNCH SUPPORT | Expansion Associate Principal

Mackenzie will support planning, scoping and project launch.

Mackenzie joined Via as a Legal Operations Associate and transitioned to the Expansion team specifically to support the Via for Schools Product.

In her role on the Expansion team, she has gained experience working with both large and small school districts and bus operators to advance the introduction of Via's products to the evolving pupil transportation landscape.

Prior to Via, Mackenzie earned a B.A. in Politics, Philosophy and Economics from the University of Pennsylvania.

SELECTED VIA PROJECT EXPERIENCE

New York City Department of Education 2019 - present

To support the launch of Via for Schools in the country's largest school district, Mackenzie leads the school bus company operations workstream, as well as playing a key role in various other parts of the project including hardware procurement and installation, rollout of the parent application, support and marketing planning and execution, and partner-facing information and data security reviews.

Via Business Operations, New York, NY | 2019

Following a year of great company growth, Mackenzie managed the buildout of Via's 30,000 square foot New York City headquarters. She oversaw the project from the selection of office space through the company move, closely coordinating with architects, engineers, designers, building management, contractors, and numerous city government officials.

SELECTED VIA EXPERIENCE, CONT.

Via Legal Operations, New York, NY | 2018 - 2019

In her first year and a half at Via, Mackenzie worked closely with a small team of highly accomplished lawyers to manage workflow, create scalable processes, and grow a team of legal operations associates.

PROFESSIONAL EXPERIENCE

Via Transportation, Inc.

Expansion Associate Principal | 2019 - present
Legal Operations Associate | 2018 - 2019

EDUCATION

B.A., Politics, Philosophy and Economics, University of Pennsylvania, 2018



Elspeth Green

RFP AND CONTRACTING MANAGER | Strategy Associate Principal at Via

As RFP and Contracting Manager, Elspeth will ensure that a comprehensive plan is in place to move from RFP to contracting to service launch.

Elspeth Green is an Associate Principal at Via. As a member of the Business Development Team, she seeks out opportunities for Via to partner with cities and transit agencies to bring public mobility solutions to new locations. She specializes in operations-heavy opportunities across the on-demand and paratransit spaces, winning several high profile contracts to expand Via's growing service portfolio.

Before joining Via, Elspeth received her Ph.D. in English Literature from Princeton University, where she taught undergraduate literature courses and led a long-term effort to digitize the Princeton-held records of the legendary Paris bookstore, Shakespeare and Company. She also worked at a startup dedicated to increasing educational access, and holds a B.A. in English from Stanford University.

SELECTED VIA PROJECT EXPERIENCE

Green Bay Paratransit Services

Green Bay, WI | 2020

Elspeth led Via through the RFP process to its second paratransit technology and operations contract, with Green Bay Metro. The service provides high-quality ADA-mandated transportation for Green Bay residents unable to use the fixed route options available.

Hampton Roads Transit Paratransit Services

Norfolk, VA | 2020

Elspeth led Via's winning response to Hampton Roads Transit's RFP for paratransit technology and operations. Via manages a core fleet of over 100 vehicles and provides high visibility into service operations for both riders and Hampton Roads staff.

Via Jersey City

Jersey City, NJ | 2020

Elspeth led Via's winning response to Jersey City's RFP for city-branded microtransit services. This service aims to bring much-needed options to transit deserts throughout the City.

PROFESSIONAL EXPERIENCE

Strategy Associate Principal, Via Transportation

2019 - present

Project Manager, Shakespeare and Company Project

2016 - 2018

Assistant Instructor, Princeton University

2015 - 2018

Assistant Content Developer, Study.com

2011 - 2012

EDUCATION

Ph.D. English Literature, Princeton University (Princeton, NJ), 2019

M.A. English Literature, Princeton University (Princeton, NJ), 2014

B.A., English Literature, Stanford University (Stanford, CA), 2011



Lilija Rudis

DIRECTOR OF STRATEGY AND BUSINESS DEVELOPMENT

Lilija will support overall project strategy and guide the translation of this project vision to reality

As a member of the Business Development Team, Lilija works to bring Via's revolutionary technology to cities and public agencies to increase access to mobility in a wide range of contexts. Lilija joined Via as a member of the Via Chicago launch team and spent two years optimizing on-demand transit in her hometown as a senior member of the Chicago Operations team.

Before joining Via, Lilija worked as a city resilience researcher at the Institute of Urban and Regional Development at UC Berkeley, where she completed her Master's in City Planning (MCP) in 2015. Lilija has a B.S. in Environmental Engineering from Yale University.

SELECTED VIA PROJECT EXPERIENCE

Global Partnerships Strategy | 2017 - present

Lilija helps to craft Via's public sector business strategy and leads the team responsible for developing proposals in response to public sector solicitations. She works with Via's Finance, Product Development, and Operations Teams to understand how Via's technologies can be applied in new markets and new verticals. She has led successful bids for contracts with over 25 public transit providers.

Land Transport Authority BusGo Singapore | 2017 - 2018

Lilija led Via's response to a tender issued by the Land Transport Authority (LTA) for On-demand Bus Simulations and Operations. As a project manager of the simulation phase of the project, Lilija worked with the LTA project team and Via's Algorithms Team to ensure Via's system was fully configured for operations in Singapore.

ViaVan Amsterdam | 2017

Lilija helped to launch ViaVan's first service in Europe. ViaVan is the joint venture between Via and Mercedes Benz Vans -- now operates in Amsterdam, London, Berlin, and Milton Keynes.

SELECTED PROJECT EXPERIENCE, CONT.

Via Chicago | 2015 - 2017

Lilija was part of the launch team that expanded Via's operations to Chicago, Via's second market after New York. After launch, Lilija led the Supply Planning team, managing budget and strategy for driver supply.

PROFESSIONAL EXPERIENCE

Via Transportation, Inc.

Business Development Director | 2018 - present
Business Development Principal | 2017 - present
Operations Associate Principal | 2015 - 2017

Graduate Student Researcher, Institute of Urban and Regional Development (IURD), UC Berkeley 2014 - 2015

Director of Operations and Sustainability CrossRealms, Inc. 2012 - 2013

EDUCATION

Master of City Planning (MCP), University of California (Berkeley, CA), 2015

B.S., Environmental Engineering Science, Yale University (New Haven, CT), 2011

Appendix C: Case Studies



CASE STUDY

Arlington On-Demand

An on-demand public transit solution for a city with no fixed-route service.

PARTNER

The City of Arlington

LOCATION

Arlington, TX

LAUNCH

December 2017

USE CASE

Comprehensive public transit for commuting and other trips

GOAL

Convince people to take fewer personal trips and embrace public transportation



Overview

In September 2017, the Arlington City Council opted to replace a low-volume fixed-route bus, the Metro Arlington Xpress ("MAX"), with Via's comprehensive microtransit solution. Before MAX, Arlington was the largest U.S. city without public transportation. Arlington's story was a familiar one: the city government recognized a need for alternatives to driving alone in personal vehicles, yet the residents voted down measures supporting transit investment time and again, rejecting three transit ballot measures since 1979.

70%

OF ARLINGTON RIDERS ARE
REPEAT RIDERS

2/3

TRIPS CONNECT TO OTHER MODES
OF PUBLIC TRANSPORTATION

“We are at the beginning of an exciting transportation technology revolution... With the success we’ve already had, I feel certain that we’ll be expanding...and lengthening it.”

**— Jeff Williams,
Arlington Mayor**

“It does truly feel that Via is a partner, not just a vendor that the city has hired.”

**— Alicia Winkelblech,
Senior Strategic Initiatives Officer,
City of Arlington**

“I use the Via service for buying groceries, going to work, and just going around town.”

— Arlington rider

Solution

In December 2017, Via launched Arlington On-Demand, which today features a fleet of 22 custom-branded Mercedes Metris vans. Customers book rides using a localized app or by phone, and can pay with a credit or debit card, or a prepaid card for unbanked users. Customers pay a flat \$3 fare per person per trip to travel anywhere within the service zone, which includes the University of Texas at Arlington, AT&T Stadium, the downtown and entertainment districts. The zone also includes the CentrePort Transit Station, offering first- and last-mile connections for riders traveling to the Dallas-Fort Worth area via the Trinity Railway Express. Customers have the option to purchase a ViaPass for \$15 per week for, which covers up to four trips per day.

	SERVICE ZONE	26 square miles
	FLEET SIZE	22 Mercedes Metris vans, including three that are wheelchair accessible
	HOURS OF SERVICE	6am-9am weekdays 9am-9pm Saturdays
	RIDER COHORTS	Commuters, residents, visitors, seniors, students

Results

From its transit-averse roots, Arlington has emerged as the first city to run solely on microtransit, delivering over 370,000 rides with an approval rate of over 97 percent. As a testament to the project’s success, Arlington On-Demand has more than doubled in scope — expanding three times since launch and growing to serve over a third of the City’s total population.



CASE STUDY

Via to Transit

A first- and last-mile service connecting riders to transit hubs in southeast Seattle and Tukwila.



PARTNERS

King County Metro
Sound Transit
City of Seattle
Federal Transit Administration

LOCATION

Seattle, WA

LAUNCH

April 2019

USE CASE

First- and last-mile connection to Metro "Link" light rail stations

GOAL

Provide high-quality transit in low-density, difficult-to-serve parts of the city

Overview

In April 2019, Via partnered with King County Metro (Metro) and Sound Transit to launch what has quickly become one of North America's most successful transit agency-Transportation Network Company (TNC) partnership services. "Via to Transit" provides first- and last-mile solutions in difficult-to-serve areas in southeast Seattle and Tukwila. Riders use the service to connect to three transit hubs where they can board Sound Transit Link light rail or Metro buses. The service is funded, in part, with a \$1.35m grant from the Federal Transit Administration (FTA) as a part of its Mobility on Demand (MOD) Sandbox Demonstration as well as with significant support from the City of Seattle and the transit agencies. King County Metro and Sound Transit are sub-recipients to LA Metro for this grant. With a comparison in two regions — Puget Sound and LA County — this project will test the viability of a partnership with a TNC to increase access to transit.

5/5

STAR RATING IN iOS and ANDROID APP STORES

100%

OF TRIPS CONNECT TO OUR FROM FIXED-ROUTE TRANSIT

“This new first-last mile connection will help ensure that South Seattle residents have more options for safely and quickly getting to key transit hubs.”

— Jenny A. Durkan, Seattle Mayor





“This project is a boon to Sound Transit’s mission: Connecting more people to more places. The innovative partnership with Via looks to a future where on-demand services work seamlessly with mass transit and builds ridership.”

— John Marchione, Sound Transit Board Chair

Solution

Via worked closely with Metro and Sound Transit to design a TNC service tailored to their customers’ unique needs. The agencies originally awarded the project to another TNC, but when negotiations failed, Metro contracted with Via acknowledging our reputation as a proven and committed public sector partner.

With Via, Metro has been able to expand access to transit and provide a TNC service that is accessible for the unbanked, and those with low English proficiency, without a smartphone/data plan, and/or requiring Wheelchair Accessible Vehicles (WAVs). In addition, Via’s configurable platform allowed the agencies to require that all trips begin or end at a light rail station, ensuring that riders connect to or from other public transit services. To create a seamless customer experience, Via connects with the regional transit ORCA payment system. Customers can pay for “Via to Transit” rides with the same fare payment card they use for Metro bus, light and intercity passenger rail, and water taxi services in the Puget Sound region.

	SERVICE ZONE	16 square miles
	FLEET SIZE	22 vehicles
	HOURS OF SERVICE	5am-1am weekdays and Saturdays 6am-12am Sundays
	RIDER COHORTS	Commuters, residents, seniors, students

Results

In 2019 alone, “Via to Transit” provided over 250,000 rides, enabling vital connections to buses and light rail in the service zone, and — prior to the COVID-19 pandemic — averaged 7,000 trips per week. Even more impressively, average wait times have remained under 10 minutes; the TNC service provides a quality of service that exceeds most high-frequency bus routes. This pilot offers a blueprint for designing a successful TNC service that is cost-efficient, high quality, and seamlessly integrated into the broader transit network.



CASE STUDY

West Sacramento On Demand

A turnkey transportation solution for a city dependent on personal vehicles.

PARTNER

The City of West Sacramento

LOCATION

West Sacramento, CA

LAUNCH

May 2018

USE CASE

A need for reliable transit options, especially for seniors and disadvantaged communities

GOAL

Convince a population that is accustomed to driving alone to consider sharing their rides



Overview

Home to 50,000 residents, the City of West Sacramento faced many of the same mobility challenges as other small American cities. Despite their geographic proximity, West Sacramento and Sacramento are in different transit districts, and lack of coordination between the two cities' transit networks means public transit commute times reached up to 90 minutes prior to Via. Moreover, the City's pedestrian network presents a barrier to walking even short distances. These factors and others have made single-occupancy vehicle travel the overwhelming mode of choice in the City. In November 2017, the City chose Via to power and operate an on-demand ridesharing service following a competitive procurement.

80%

OF PASSENGERS SHARE THEIR RIDES

70

METRIC TONS OF CO2 EMISSIONS ELIMINATED IN PAST YEAR

“Via has been an incredible partner.

Working hand-in-hand with the City, Via helped us design an innovative, right-sized transit solution tailored to our community’s needs, leveraging both their advanced ride-matching technology and operational expertise.

— Sarah Strand, Assistant Transportation Planner, City of West Sacramento

“It’s a godsend.”

— Delores Mohler, 86-year-old West Sacramento On-Demand rider

Solution

In May 2018, Via launched a flat-fare citywide service with 10 Mercedes Metris vans that offers residents fast, convenient access to transit. Via worked closely with the City to ensure that the service is accessible — unbanked individuals can pay with cash or a dedicated stored value card, and riders have the option to request a wheelchair-accessible ride. Rides are a flat fare of \$3.50, reduced to \$1.75 for seniors. Via’s service complements existing transit by providing a connection to rail and bus services that link West Sacramento to downtown Sacramento and extend to rural Yolo County.

	SERVICE ZONE	23 square miles
	FLEET SIZE	11 vans
	HOURS OF SERVICE	7am-10am weekdays 9am-10pm Saturdays
	RIDER COHORTS	Commuters, residents, visitors, seniors, students

Results

Over the past two years, West Sacramento’s microtransit service has received exceptional public feedback, providing more than 220,000 rides and maintaining an average rating of 4.9 out of five stars. Prior to the COVID-19 pandemic, nearly 80% of riders shared their ride.

West Sacramento — a small, but growing, city — provides an example for how progressive cities can prepare for the future. By providing regular, reliable, and equitable transit service that is sustainable and scalable, the City will also meet secondary goals including parking pressure alleviation, congestion mitigation, and reduced vehicle miles traveled — in the past year alone, West Sacramento On-Demand has reduced vehicle miles traveled by 186,000, eliminating more than 70 metric tons of CO2 vehicle emissions.



CASE STUDY

Via Jersey City

An on-demand public transit solution to supplement limited fixed-route service.

PARTNER & LOCATION

Jersey City, NJ

LAUNCH

February 2020

USE CASE

First- and last-mile transit for underserved neighborhoods

GOAL

City-controlled, comprehensive public transit for commuting and other trips



Overview

In September 2019, Jersey City selected Via to design and deploy an on-demand transit service to improve mobility within the City and to provide connections to light rail and major downtown employment centers. Following the regional transit authority's cancellation of key bus routes in Greenville and the Heights — two neighborhoods already underserved by fixed-route transit — Jersey City sought to take its citizens' transportation needs into its own hands. Working closely with Mayor Steven Fulop's team, as well as ward leaders and city transit planners, Via launched a service carefully designed to augment existing transit while remaining accessible to all riders.

4.5k

UNIQUE RIDERS
SERVED

80%

RIDES SHARED WITH OTHER
PASSENGERS

“This is the latest step towards our larger vision of getting cars off the road, while creating mobility in neighborhoods that sometimes lack connectivity to other parts of the city.”

**— Steven Fulop,
Jersey City Mayor**

“My boyfriend and I were spending upwards of \$275 a week on ride-hailing services... Via has changed it all, and spending only \$10 a week on commuting has been life-changing. I had been looking to buy a car for a while, but now I see no need.”

**— Via Jersey City
Rider**

Solution

Via Jersey City launched in February 2020 with a fleet of 15 co-branded vehicles: the bright purple design was selected by public vote, reflecting considerable city engagement even before launch. 15% of these vehicles are electric, embodying Via and the City’s shared commitment to sustainable transport. With a fare of \$2, comparable to the city bus, Via Jersey City fits seamlessly into the existing transit ecosystem, affordably improving City residents’ access to PATH and NJ Transit stations. Recognizing that the City’s central wards are already well-served by transit, Via designed an innovative service model: riders may book trips to or from these wards, but not within them. This model helps limit the replication of trips that can be served by PATH, light rail, and existing bus routes, ensuring that Via Jersey City complements — rather than competes with — existing options.

	SERVICE ZONE	15 square miles
	FLEET SIZE	13 Mercedes Metris vans (2 WAV) 2 Kia Niro electric SUVs
	HOURS OF SERVICE	6am-10pm weekdays
	RIDER COHORTS	Commuters, residents, seniors, students

Results

Via Jersey City is Via’s fastest-growing U.S. service, delivering 1,700 rides in the first week -- exceeding the City’s goal of 1,000 rides per week -- and scaling to 3,650 rides per week within a month. Even as Via Jersey City has rapidly scaled, we have maintained a 13-minute average wait time, meeting the City’s goal of under 15 minutes. Already, Via Jersey City has attracted significant attention as an innovative and cost-effective strategy for improving access to regional networks in transit-poor areas. Over the first two years of service, Via and the City will transition to an all-electric fleet and continue to adjust our service design as ridership trends emerge. We look forward to watching this partnership thrive.

Appendix D: Future Technologies

Via's partnerships take many forms, but all manifest our singular commitment to using the latest technologies to provide solutions precisely tailored to our partners' transportation needs. Our platform is ready to incorporate a number of cutting-edge transportation technologies to transform public mobility.

Electric Vehicles

An extension of our standard back-end tools, our EV Fleet Management Platform optimizes the management of fully-electric fleets by taking charging needs into account when routing vehicles and assigning passengers to rides.

More than half of our 168-vehicle "BerlKönig" fleet in Berlin is electric, our Auckland service is 100% electric, and our Jersey City service, recently launched in February 2020, is committed to becoming 100% electric by the end of 2021. We would be happy to explore electric vehicles with DCTA, whether on this project or other future endeavors.



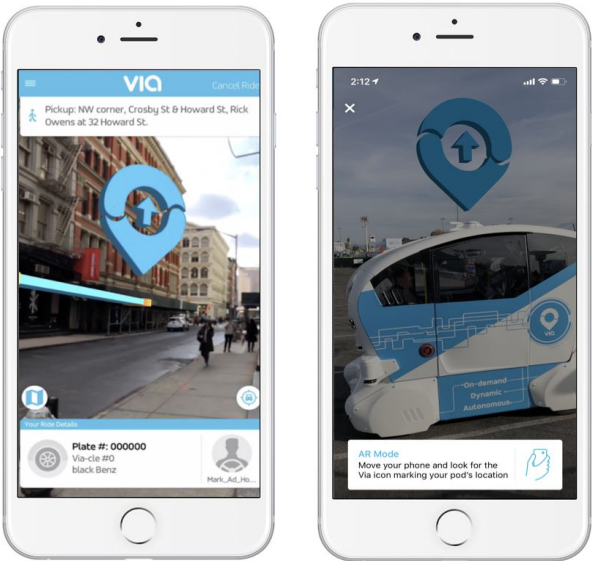
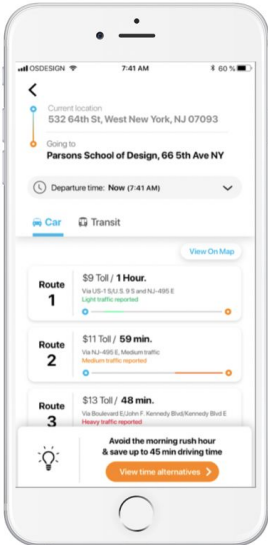
Autonomous Vehicles

Via leads the microtransit industry in deploying services that leverage AV technology. Most recently, Via partnered with Hyundai, the third-largest vehicle manufacturer in the world, and Pony.ai, a leading self-driving technology startup, to launch BotRide, the first shared, on-demand, autonomous deployment on public roads in the United States.

BotRide operates in an 8-square-mile area with 10 electric AVs in Irvine, California. Unlike other AV services, BotRide requires no action by human operators to advance a ride request. Instead, Via's Autonomous Conductor directly connects the rider — through the Via Rider App — to the vehicle's Human Machine Interface (HMI), and facilitates a seamless customer experience without the need for human intervention.

Dynamic Tolling

Via's Dynamic Tolling Solution (DTS) enables cities, transportation agencies and highway authorities to achieve precise and configurable road speed and toll revenue outcomes, working independently or by integrating with legacy tolling systems. Via's comprehensive platform combines our advanced road-pricing algorithm with a consumer-grade mobile app that communicates real-time road pricing updates and alternative transportation options to drivers, along with a suite of transportation network management tools, providing authorities with an unprecedented level of insight into -- and control over -- road networks.



Augmented Reality

In our newest project, Via is exploring the latest in augmented reality (AR) technology to make our Rider App an even more useful and intuitive public transportation tool. The Rider App already gives walking directions to pickup locations; with AR supplementation, riders can see stops and vehicles clearly marked for safe and convenient identification. We intend to leverage AR to make the Via experience ever more seamless for our riders and drivers.

Appendix E: User Stories

Maria, Age 28, Commuter

Maria sits scrolling through emails on her phone as the A-train speeds along towards the Hebron train station. Even though it is already proving to be a lot of work, she's excited about her new job. Today, her manager asked her to work late -- and although she was happy to do so, she is now worried about how to get home. As a young professional, a taxi feels like a luxurious expense, but she was not sure what her alternative was now that she's missed her regular vanpool. Caught up on her email, she opens the DCTA website, hoping to find a magic bus route that might drop her within walking distance of her home, and instead stumbles on the "guaranteed ride home" option for vanpools. Suddenly, she remembers that when she signed up for vanpool, they offered a free ride home for employees working overtime -- she just hasn't had the opportunity to use it yet.

The DCTA website instructions say to download the DCTA On-Demand App and use GoPass as the preferred payment method to get a free ride through the program. She had already downloaded DCTA On-Demand to her iPhone when she first moved to Lewisville a month ago, and entered both her credit card and GoPass to be on file just in case she needed a quick ride. Entering her home address as her destination and the Hebron station as her origin, she sees that there were several vehicles available for a shared ride: five, twelve, and eighteen minutes away from the Hebron station. Looking at her watch, she sees that she's meant to arrive at Hebron in ten minutes. For a moment, she wonders if she should stop for a bite to eat at one of the new bars or restaurants that have opened up at the station -- presumably where the park-and-ride lots had once been, she assumes -- but then remembers that she is trying to save money and has leftovers in her fridge.

Tapping "book ride" she reserves a seat on the second option. Her phone buzzes again with another work email and she turns her focus back to her job, relieved to know she can work late and still have a reliable, safe, and affordable ride home.

Howard, Age 72, ADA Rider

Howard sits patiently in his living room, awaiting his upcoming ride. He is headed to his monthly lunch-date with his Granddaughter, Emma, and does not want to be late. Emma is a student at the University of North Texas, and he looks forward to their time together immensely. This month, however, he's a bit anxious. Emma had set up a ride for him in advance, that she said would get him to the restaurant without him having to call a taxi or drive his own car -- which was getting harder for him these days. Emma said she organized the whole thing on her computer, and that he would get a text on his phone when he should go outside. Sure enough, he gets a text -- he doesn't have a smartphone -- saying that his ride is five minutes away. He gets himself up with his walker and makes his way outside. Having been notified that the impending pickup was an ADA rider with a walker, his driver is already getting out to assist him.

"Howard?" The driver asks.

"Yes, that's me." Howard confirmed, grateful to know he's getting into the right car. Howard's driver carefully helped Howard into the car, folding up his walker and placing it next to him.

Howard makes it to lunch five minutes early – which is just enough time to get settled at his table before Emma arrived. After seeing how easy that ride was, he resolves to ask Emma to teach him how to schedule rides himself for their lunch dates, and for all of his daily activities.

Andrew, Age 24, Via Customer Support

Andrew joined the Via team two months ago and, after completing his intensive training course, has been added to the DCTA customer support team. On this Monday morning, service is running smoothly. Andrew keeps an eye on the Visualizer in the Via Operations Console, monitoring any drivers who may be running late or early to pickups, and standing by to help coordinate when needed. He notices one vehicle flashing on his display, indicating that it needs attention. He clicks on it, and can see the name of the driver and his two passengers -- as well as upcoming pickups -- along with the vehicle's ETA at its next drop-off, which is about 5 minutes delayed. The vehicle seems to be making steady progress toward the Old Town Station in Lewisville now, but if that ETA gets much longer, or if he sees the vehicle stop before the station, he'll call the driver directly through the Operations Console to see what's going on.

Directly through the Via Visualizer, Andrew is alerted to a phone call coming through on the booking line. He answers promptly and connects with Steve, who wants to book a ride from his house to the Senior Center in Memorial Park. Andrew navigates to the "Book Ride" window, and enters Steve's desired pickup and drop-off addresses. He waits a few seconds as the Via system calculates the best ride -- in just the same way as when Maria entered her destination through GoPass. Once the system generates a ride, he checks the proposed ETA with Steve, who accepts. Andrew books the ride and conveys all necessary pickup information to Steve, including vehicle and driver information, precise pickup location, and instructions on what to do if he has any issues with his ride.

DCTA Project Manager

Tori is the project manager for DCTA's on-demand services. She trusts Via's project manager, John Criezis (resume available in [Appendix A, Proposed Staff Resumes](#)), and his team dedicated to DCTA's service to manage day-to-day operations, but checks the DCTA Tableau service performance dashboards frequently to monitor service at a high level. Later this afternoon, she has a scheduled call with John; they've agreed on a biweekly cadence, though just after service launch they talked more frequently. She's planning to ask for help from Via's Data Science Team to compile a custom report for her upcoming board meeting: she's interested in understanding not only which destinations are most frequently requested, but whether their popularity changes seasonally with the local university calendars. Based on her experience so far, Tori is confident that John will coordinate the support she needs.

Board of Directors Memo

January 28, 2021

SUBJECT: Consider Approval of City of Lewisville TRiP Project Pre-Award Authority Request and Authorize CEO to negotiate and enter into a Project Funding Agreement with the City of Lewisville

Background

DCTA received a TRiP funding request in the amount of \$1,766,000 from the City of Lewisville to construct a 1.6-mile segment of concrete, off-street, multi-use trail along Valley Ridge Boulevard. DCTA staff has reviewed the application and finds it to be consistent with TRiP project requirements specified in adopted Resolution R20-22 and therefore recommends Board approval of such.

Previous Board Activity & Action

November 12, 2020	Board adopted Res. R20-22 – Transportation Reinvestment Program Policy
October 22, 2020	Board discussion
September 24, 2020	Review policy refinements
August 27, 2020	Board discussion
July 23, 2020	Board discussion

Identified Need

In accordance with the TRiP policy adopted November 2020, it is the DCTA Board's responsibility to determine if member city proposed projects are in accordance with its adopted TRiP policies.

Financial Impact

This item is included in the FY21 budget and will be modified in the FY21 revised budget presented at the January Board meeting. The City of Lewisville's FY21 TRiP allocation amount is sufficient to accommodate the project as proposed.

Recommendation

DCTA staff found that the proposed project exceeds minimum project eligibility requirements for TRiP funding and therefore recommends Board approval.

Exhibits

- Exhibit 1: TRiP Project Review Memo City of Lewisville Valley Ridge Off-Street Trail
- Exhibit 2: City of Lewisville's TRiP Application and Supporting Materials
- Exhibit 3: Adopted TRiP Policy R20-22



A handwritten signature in black ink, appearing to read "Tim", is written above a horizontal line.

Submitted By: _____
Tim Palermo, Planning & Data Analytics Manager

A handwritten signature in black ink, appearing to read "Marisa Perry", is written above a horizontal line.

Final Review: _____
Marisa Perry, CPA, CFO/VP of Finance

A handwritten signature in blue ink, appearing to read "Kristina Holcomb", is written above a horizontal line.

Approval: _____
Kristina Holcomb, Deputy CEO

TRiP Project Review Memo

Project: Valley Ridge Off-Street Trail **Project Cost:** \$1,766,000 **Submitted By:** City of Lewisville

Project Overview

On December 4, 2020, DCTA received a TRiP funding request in the amount of \$1,766,000 from the City of Lewisville to construct a 1.6-mile segment of concrete, off-street trail along Valley Ridge Boulevard between Mill and College streets. The City's application precedes DCTA's formal FY 2021 Call for Projects and was accepted for pre-award consideration as authorized in Resolution R20-22.

The proposed project represents the final off-street segment of the DCTA A-train rail trail and, when complete, provides cyclists and pedestrians with a continuous, dedicated, off-street pathway between downtown Denton and southern Lewisville while also providing direct access to five A-train stations.

This proposed project closes the final gap where cyclists and pedestrians now must utilize unprotected, on-street painted bicycle lanes as is currently depicted on the DCTA A-train Trail Map. The new segment will be maintained by the City of Lewisville's Parks and Recreation Department.

Staff Review Notes

DCTA staff found the application thorough and complete and that the proposed project exceeds minimum project eligibility requirements for TRiP funding by supporting the following DCTA Long-Range Service Plan goals:

- Increase service efficiency and reliability;
- Increase service effectiveness for DCTA customers;
- Increase the visibility and elevate the image of DCTA;
- Demonstrates sustainable development practices that support transit; and
- Strive for financial excellence by maintaining fiscally sound and sustainable financial plans and budgets that reflect community priorities and values.

These Long-Range Service Plan goal achievements are described in the City's attached application.

TRiP Funding

The table below summarizes Lewisville's FY 2021 TRiP program allocation and balance remaining upon programming of the proposed project.

City of Lewisville FY 2021 TRiP program allocation	\$2,821,374
Requested programmed amount (this project)	\$1,766,000
City of Lewisville FY 2021 TRiP program remaining balance	\$1,055,374

**Project Eligibility**

DCTA staff found the project described in the subject application exceeds the minimum project eligibility requirements for TRiP funding and therefore recommends Board approval.

Application
Reviewed By:

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

Tim Palermo, Planning & Data Analytics Manager

Financial Review:

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

Marisa Perry, CPA, CFO/VP of Finance

Final Project Review:

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

Kristina Holcomb, Deputy CEO

PROJECT NAME:

Valley Ridge Boulevard Off Street Trail

PROJECT SPONSOR:☐ Denton☒ Lewisville☐ Highland
Village**PROJECT DESCRIPTION:**

Construction of the 1.6-mile final off-street segment of the DCTA A-Train Rail Trail, which will allow bicyclists and pedestrians to continuously travel off-road from Denton into Southern Lewisville.

**GEOGRAPHIC
LIMITS/BOUNDARIES:**

Northwestern boundary: Mill Street and Valley Ridge Boulevard. Southeastern boundary: College Street and Valley Ridge Boulevard.

REQUEST FOR CAPITAL**LEVEL OF DESIGN:**

100%;
construction/bid
documents
complete

PROJECT COST:

\$1,766,000

FUNDING REQUEST:

\$1,766,000

**ESTIMATED PROJECT
COMPLETION DATE:**

October 2021

ADDITIONAL INFORMATION:

The DCTA A-train Rail Trail runs alongside DCTA's commuter rail line. The 19-mile trail is part of the agency's ongoing efforts to provide safe, customer-focused and efficient mobility solutions to Denton County. It connects existing transit facilities with key destinations within Denton, Lewisville, Highland Village, and other surrounding communities. Currently, the A-train Rail Trail is an off-road system except for a 1.6-mile gap in central Lewisville, where bicyclists and pedestrians must transition onto on-street shared bike lanes. Already depicted in the DCTA's Trail Map, this project will close that gap, enabling the full 19 miles of trail to be traveled off-road.

The City of Lewisville, after its 2017 construction of the Valley Ridge Boulevard extension, began design of a new segment/extension of the DCTA A-Train Rail Trail. The project will leverage the new Valley Ridge Boulevard extension to include a 1.6-mile 10-12' concrete hike/bike trail along the north side of Valley Ridge Boulevard from Mill Street to College

Street. This segment connects the existing off-street termination point of the Rail Trail at corners of Mill Street/Valley Ridge Boulevard and College Street/Valley Ridge Boulevard.

The completion of this segment of the DCTA A-Train Rail Trail is part of the Regional Veloweb in the North Central Texas Council of Government's Mobility 2045 Plan, as well as a priority trail segment in the City of Lewisville's Hike and Bike Master Plan. DCTA and City of Lewisville staff have also had discussions with other regional partners to tie the A-Train Rail Trail into future City of Carrollton and the City of Coppell trail systems. This project, therefore, also plays an important role in future regional partnerships.

This segment is located less than a quarter of a mile from the Old Town Station in Lewisville. The trail will provide safer and more direct access to the Lewisville Lake Environmental Learning Area (LLELA), Lewisville Railroad Park (a 250-acre regional sports complex), as well as employment centers along Valley Ridge Boulevard (City of Lewisville municipal facilities, Upper Trinity River Water District), the Waters Ridge Business Park (one of the City's largest employment centers), and other industrial sites near the corner of Valley Ridge Boulevard and Jones Street. Exhibits VRT 1 Plan + Section and VRT 2 Site Photos demonstrate the boundaries of the project, as well as the current conditions along the route.

The project incorporates the standard safety features (rail warning elements, striping, signage) and pause points (shaded bump outs, benches, waste receptacles, bike repair stations, etc.) utilized along the entire Rail Trail. In addition, the City will be incorporating the A-Train Rail Trail brand into wayfinding signage and trail heads along this segment, highlighting connectivity to the Old Town Station, as well as Lake Park/Highland Village and Hebron Stations. Exhibit VRT 3 Trailhead and Safety provides renderings of the features planned for the project.

Up front funding for the design documents, construction documents and construction oversight has been provided via the City of Lewisville's 2014 Bond Initiative. Freese and Nichols was retained to develop the design and construction documents with the input of both City of Lewisville and DCTA staff. The project will be let for bid in December 2020 with a target date of January 2021 for issuance of a notice to proceed. Freese and Nichols estimates construction will take approximately 9 months to complete.

Once constructed the Lewisville Parks and Recreation Department will be responsible for trail maintenance and programming.

IN THE SECTION BELOW, PLEASE INDICATE HOW THE PROPOSED PROJECT SUPPORTS DCTA LONG-RANGE SERVICE PLAN GOALS

☒ Increase service efficiency and reliability

This segment of the trail will improve connectivity to the network of intercity and local feeder infrastructure, as well as providing an off-street path that bicyclists and pedestrians can utilize on their route from Denton to Southern Lewisville. In addition to providing an option for

reduced on-street travel, this segment will improve safety by reducing the number of times a bicyclist or pedestrian traveling southbound on the trail must cross the tracks in route to the station.

☒ Increase service effectiveness for DCTA customer

Project will create a safer and more direct path for DCTA customers who visit LLELA or Lewisville Railroad Park. The same will be true for those who work or visit Waters Ridge Business Park and employment centers along Valley Ridge Boulevard.

☒ Increase the visibility and elevate the image of DCTA

This segment will give both DCTA and the City of Lewisville the ability to boast of 19 and 8 miles (respectively) of off-street hike and bike trails that are available to customers and residents, as well as completion of a significant segment of the NCTCOG's off-street portion of the Regional Veloweb. It will help achieve DCTA's goal to help support Denton's County's health, economy and environment, as well as enhance the partnership between DCTA and the City of Lewisville. This joint initiative to improve mobility will amplify outreach efforts and build the public's confidence in each entity.

☐ Expand DCTA services into areas where transit has a strong likelihood of success

☐ Coordinate with regional transportation providers

☐ Pair transit facilities to existing and planned transit-supportive development

☒ Advocate sustainable development practices that support transit

Completion of this segment of the trail will make bicycle and pedestrian access to and between DCTA stations in Lewisville more convenient and safer by providing more direct off-street paths to businesses and residents. The segment will feature pause points with directional signage to train stations and other key locations, bicycle repair stations and benches to give users information and support along their path of travel. This will greatly enhance the pedestrian and bicycle connections to the transit corridor.

☒ Strive for financial excellence by maintaining fiscally sound and sustainable financial plans and budgets that reflect community priorities and values

As previously stated, joint initiatives to maximize and leverage taxpayer resources will help build confidence in both DCTA and Lewisville's stewardship of resources. Combining resources to plan and develop a key segment of the A-Train Rail Trail that is identified in numerous regional, county and local planning documents created with significant public stakeholder input will demonstrate both entity's commitment to respond to the mobility needs of the communities we serve.

THIS SECTION TO BE COMPLETED BY DCTA STAFF

Transportation Reinvestment Program Project Identifier: _____

☐ Meets minimum project eligibility requirements

☐ Multiple project selection

Rank: _____

Initial Member City Transportation Reinvestment Program Balance: _____

Recommended Project FY _____ Programmed Amount: _____

Remaining Member City Balance: _____

Recommended Disbursement Schedule:

☐ Lump Sum

☐ Quarterly

☐ Monthly

☐ As defined through Inter-local Agreement

PLEASE ATTACH PROJECT COST BACKUP. ACCEPTABLE COST BACKUP FOR CAPITAL PROJECTS INCLUDES PROJECT DRAWINGS, DESIGN SHEETS, COST WORKBOOK, OR BID SHEET. FOR SERVICE REQUESTS, PLEASE INCLUDE A SUMMARY OF DISCUSSIONS WITH DCTA SERVICE PLANNING STAFF OR AN ESTIMATE FROM AN ALTERNATE TRANSPORTATION SERVICE PROVIDER.

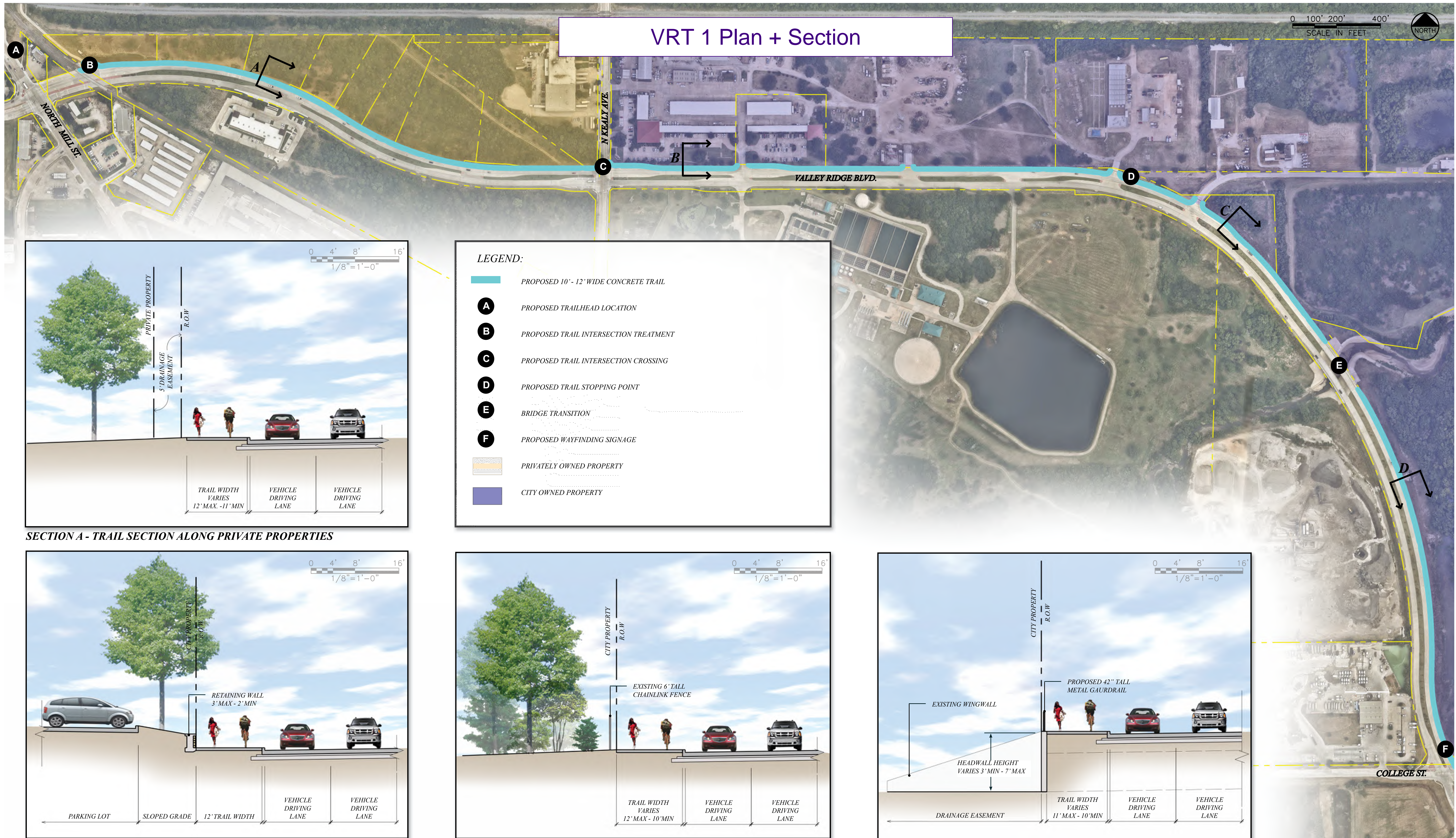
ATTACHMENT A

Improvement Type	Restrictions
Transit Stop Amenities	Along existing or planned DCTA fixed routes
Sidewalks	Within one mile and/or along existing or planned DCTA fixed routes/demand response zones
Crosswalks/Median Island	Within one mile and/or of planned DCTA fixed routes/demand response zones
Bike/Ped Trail Connections	Provides connection to existing or planned transit network
Bus Bulb Out/Turning Pocket	N/A
Transit Lane	N/A
Bike Lane (on-street)	N/A
Other Lane reconfiguration	Must serve a transit-related purpose
Traffic Calming	N/A
Landscaping/streetscaping	Along existing or planned route DCTA fixed routes/on-demand response zones
Street lighting/ Other public safety improvements	Along existing or planned DCTA fixed routes/on-demand response zones
Transit Signal Priority (TSP)	Along existing or planned DCTA fixed routes/on-demand response zones
Signal Timing	Along existing or planned DCTA fixed routes/on-demand response zones
Other Intersection improvements	Along existing or planned DCTA fixed routes/on-demand response zones
Street Improvements	Along existing or planned DCTA fixed routes/ on-demand response zones
Shared Parking, Kiss & Ride/Drop-off Zones	Within 500 feet of DCTA stations or facilities
Transit Oriented Development	Planning and site development activities
Transit Adjacent Development	Planning and site development activities
Wayfinding/Placemaking signage	N/A

Note: all improvements should be consistent with approved local and regional plans, including DCTA's Long Range Service Plan

TRAIL MAP





VRT 2 Site Photos

1

DCTA RAIL INTERFACE

THIS AREA WILL REQUIRE DCTA COORDINATION AND SPECIAL DESIGN CONSIDERATIONS AS THE PROPOSED VALLEY RIDGE TRAIL WILL NEED TO CONNECT WITH THE EXISTING INFRASTRUCTURE

3

PRIVATE PROPERTY INTERFACE

THE PROPOSED VALLEY RIDGE TRAIL SECTION IN THIS AREA WILL NEED TO UTILIZE EASEMENTS FOR TYING INTO GRADE BEFORE THE PROPERTY BOUNDARY. THERE IS ON CULVERT HEADWALL INTERFACE IN THIS SECTION.

6

KEALY INTERSECTION

THIS IS THE ONLY PLACE ALONG THE PROPOSED ALIGNMENT WHERE THE TRAIL CROSSES AN INTERSECTION. NEW PAVEMENT MARKINGS FOR THE CORSSING WILL NEED TO BE DELINEATED. THERE IS ALSO A SLOPED PARKWAY AREA BETWEEN BACK OF CURB AND PARKING LOT CURB. A RETAINING WALL AT THE BACK OF TRAIL WILL BE REQUIRED.

8

FENCED SECTIONS

THESE TWO AREAS ALONG THE PROPOSED ALIGNMENT THAT HAVE EXISTING CHAINLINK FENCING. THE DISTANCE OF THESE FENCES FROM THE CURB VARY FROM 9.5' TO 14'. THIS WILL LIKELY CAUSE THE TRAIL TO VARY IN WIDTH THROUGH THIS SECTION.

14

LANDSCAPE PLANTING AREA

THIS AREA HAS LANDSCAPED BEDS IN FRONT OF THE FENCE LINE. IF DESIRED, NEW SCREENING PLANTINGS CAN BE INSTALLED IN THESE AREAS.

11

BRIDGE SECTION

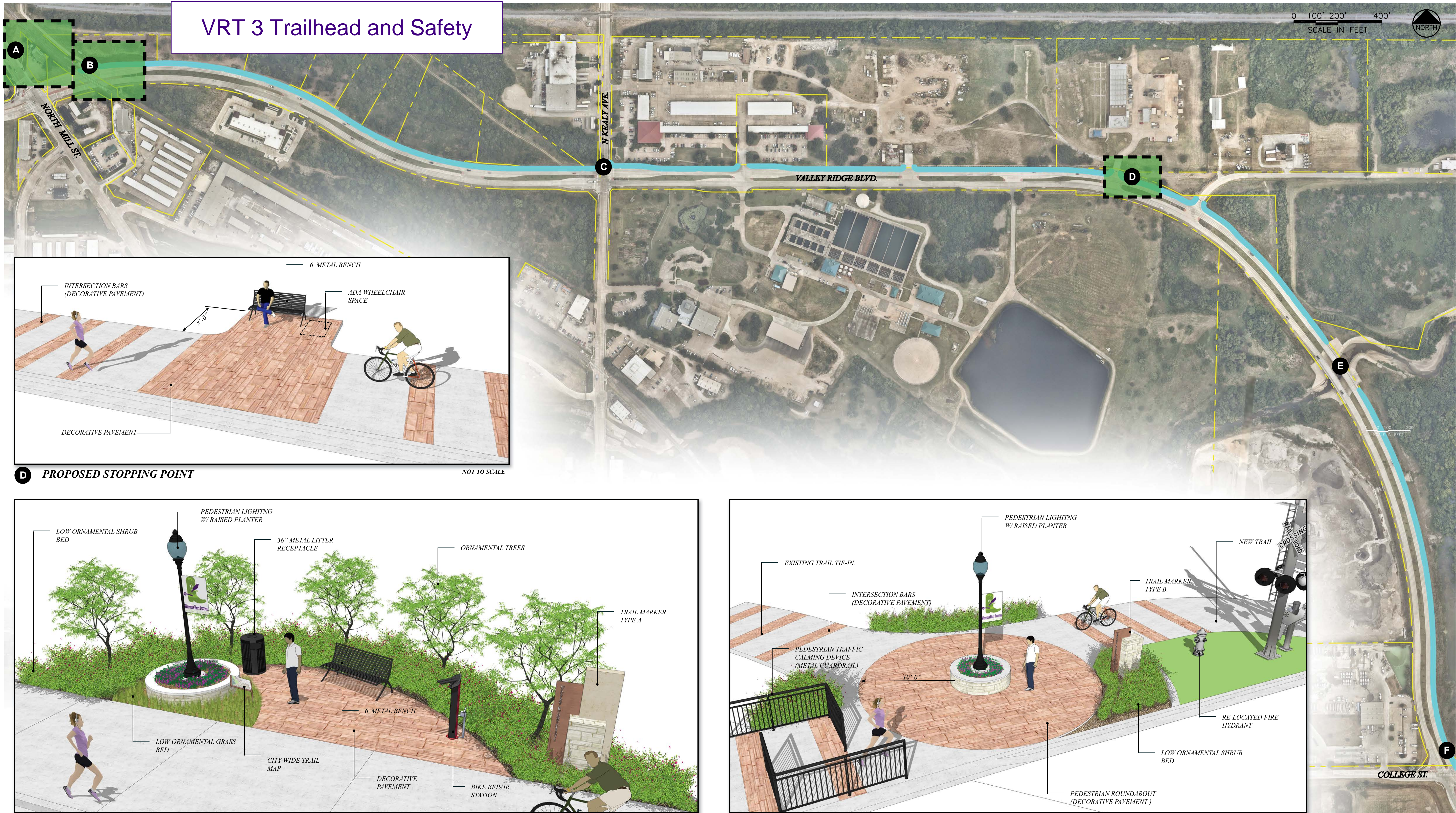
THIS AREA SHOWS THE SECTION WHERE THE TRAIL WILL NEED TO TRANSITION DOWN TO 6' WIDE IN ORDER TO PUT USERS ON THE NARROW BRIDGE SIDEWALK.

13

COLLEGE STREET AREA

THIS AREA HAS NO FENCE OR BARRIER ON THE OUTSIDE OF THE PROPOSED ALIGNMENT. IT HAS A NATURAL INTERFACE. THERE ARE TWO LOCATIONS WHERE THE TRAIL WILL BE ADJACENT TO LARGE CULVERT HEADWALLS.

VRT 3 Trailhead and Safety



VALLEY RIDGE TRAIL - PRELIMINARY TRAILHEAD/INTERSECTION/STOPPING POINT CONCEPTS

NOVEMBER 2019

**FREESE
NICHOLS**

LEWISVILLE
Deep Roots. Broad Wings. Bright Future.

**DENTON COUNTY TRANSPORTATION AUTHORITY
RESOLUTION NO. R20-22**

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE DENTON COUNTY TRANSPORTATION AUTHORITY (DCTA) APPROVING THE DENTON COUNTY TRANSPORTATION AUTHORITY TRANSPORTATION REINVESTMENT PROGRAM (TRiP) POLICY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the DCTA Transportation Reinvestment Program (TRiP) Policy’s objective is to provide financial assistance to DCTA member cities for transit-supportive projects consistent with and beneficial to DCTA’s Long-Range Service Plan Goals; and

WHEREAS, DCTA Board of Directors has been presented with the DCTA TRiP Policy attached hereto as Exhibit “A” and incorporated herein by reference; and

WHEREAS, upon full review and consideration of the DCTA TRiP Policy, and all matters related thereto, the Board of Directors of the Denton County Transportation Authority is of the opinion and finds that the DCTA TRiP Policy should be approved;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE DENTON COUNTY TRANSPORTATION AUTHORITY, THAT:

SECTION 1. The DCTA TRiP Policy, attached hereto as Exhibit “A”, be and the same is hereby approved.

SECTION 2. This Resolution shall become effective immediately upon its passage and approval.

DULY PASSED AND APPROVED BY THE BOARD OF DIRECTORS OF THE DENTON COUNTY TRANSPORTATION AUTHORITY THE 12TH DAY OF NOVEMBER 2020.

APPROVED:

Chris Watts, Chair

ATTEST:

Sam Burke, Secretary

APPROVED AS TO FORM:

Joseph J. Gorfida, Jr., General Counsel
(11-04-2020:TM 118943))

EXHIBIT “A”
DCTA TRiP Policy

DENTON COUNTY TRANSPORTATION AUTHORITY TRANSPORTATION REINVESTMENT PROGRAM (TRiP)

I. POLICY STATEMENT

The Denton County Transportation Authority (DCTA) Transportation Reinvestment Program (TRiP) policy objective is to provide financial assistance to DCTA member cities for transit-supportive projects consistent with and beneficial to DCTA's Long-Range Service Plan goals. TRiP funding will be apportioned to DCTA member cities in proportion to each city's net half-cent sales and use tax collection for the previous fiscal year, as published by the Texas Comptroller's Allocation Payment Detail. Total program funding levels and allocation formula are detailed in Section III. DCTA will distribute funds to member cities for eligible projects consistent with DCTA's enabling legislation, Chapters 431 and 460 of the Texas Transportation Code, and project selection criteria specified in Section V.

II. SCOPE

TRiP is a five-year policy, with its first funding cycle beginning in 2021. Each year, DCTA will establish TRiP funding levels following an audit of the previous fiscal year's net available balance and in accordance with the TRiP policy. DCTA will issue a call for projects in January of each calendar year. Continuation of the policy beyond the initial five years would require DCTA Board reapproval. In the event the Board does not re-approve subsequent years, the policy will expire after the five-years and any unobligated funds shall revert to DCTA cash reserves.

Funds will be available to DCTA member cities, including Denton, Highland Village and Lewisville. A municipality which becomes a participating member of DCTA, under the provisions of Section 460.302 Texas Transportation Code, will become an eligible recipient of DCTA TRiP funding in the next fiscal year following collection of a transit sales and use tax.

III. FUNDING

The annual TRiP budget will be equal to 15 percent of DCTA's net available fund balance from the previous fiscal year. In addition, DCTA will authorize a one-time program startup amount of \$2,000,000 to be transferred from the Capital/Infrastructure Reserve to a dedicated TRiP project line within the FY2021 budget. Annual program contributions may be amended as necessary through Board amendment of the TRiP policy.

Funding for each member city will be allocated based on the following formula:

$$= 95\% \times \text{Annual Program Budget} \left(\frac{\text{Individual member city sales tax collection, prior FY}}{\text{Total all member cities sales tax collection, prior FY}} \right)$$

Actual cost up to and not to exceed five percent of the annual program budget shall be set aside for DCTA program administration, including project selection, monitoring and financial reporting, and 95 percent split among member cities proportional to sales and use tax receipts, as estimated by DCTA financial staff, for the previous fiscal year. Prior to award of the TRiP projects, DCTA staff will present anticipated TRiP administrative costs for Board approval. Unspent administrative budget shall be returned to TRiP reserve balances.

Multiple municipalities may pool their allocated amounts to allow more flexibility in financing larger, mutually beneficial projects. Member cities could accrue allocated funds each fiscal year in order to fund a larger project. Funds remain with DCTA, designated to each member city,

DENTON COUNTY TRANSPORTATION AUTHORITY TRANSPORTATION REINVESTMENT PROGRAM (TRiP)

until dispersed to an approved project. Funds will remain with DCTA until reimbursements have been made to the member city for an approved project. Unobligated funds designated to each member city may rollover for up to three years.

IV. ELIGIBLE PROJECTS

To be eligible for TRiP funding, a project must be consistent with DCTA's enabling legislation, Chapters 431 and 460 of the Texas Transportation Code, and project selection criteria specified in Section V. Projects funded through inter-local agreement must be authorized under and consistent with the provisions of Texas Local Government Code 791: Interlocal Cooperation Contracts.

A key provision of Chapter 460 regarding DCTA expenditures is that they be consistent with and beneficial to the locally adopted Long-Range Service Plan goals. Projects eligible for TRiP funding should demonstrate support of these formally adopted goals. Eligible projects are shown in **Attachment A**.

In addition to serving Long-Range Service Plan goals, projects eligible for TRiP funding should be clearly defined and financially sound. Well defined capital/expansion projects will facilitate a reliable design-build cost estimate. Cost estimates for maintenance of assets should be based on recent similar maintenance projects or bids/solicitations where available. Planning and preliminary design costs may also be eligible for projects that support DCTA's long range goals.

Eligible project types may be amended as necessary through a DCTA Board amendment of the TRiP policy. Adoption of an updated DCTA Long-Range Service Plan update may trigger Board action if amendments to TRiP project criteria are needed to ensure consistency with updated Long-Range Service Plan goals.

V. PROJECT SELECTION

Eligible member cities must submit a written application for funding. The application shall include, at minimum: a project description, project limits and boundaries, proposed or engineering based capital cost estimates, requested funding amount, identification of additional funding sources (if applicable), proposed schedule for the project, and a description of how the project would support DCTA Long-Range Service Plan goals. A sample project application is provided in *Attachment A*.

Applications will be submitted within 90 days of the DCTA Call for Projects. However, member cities may submit their applications sooner. DCTA staff will have 30 days to review the application to determine minimum project eligibility or request more information. Subsequent to completing the review, if no additional information was requested, the application will be placed on the agenda for the next regularly scheduled DCTA Board of Directors meeting for consideration. Following the review of each application, the DCTA Board will lead the approval and award process.

In subsequent years, should a member city have a project that timing would necessitate an application prior to the call for projects, a city may submit an application for pre-award

DENTON COUNTY TRANSPORTATION AUTHORITY TRANSPORTATION REINVESTMENT PROGRAM (TRiP)

authority. Any cost difference between the member city's allocated funding for that year and the project cost, would be borne by the member city.

DCTA staff will have 45 days to review the pre-award authority application to determine minimum project eligibility or request more information. Subsequent to completing the review, if no additional information was requested, the application will be placed on the agenda for the next regularly scheduled DCTA Board of Directors meeting for consideration. Following the review of each application, the DCTA Board will lead the approval and award process.

At a minimum, projects must meet the following criteria to be eligible for DCTA funding:

- Project limits located primarily within the DCTA service area, the geographic boundaries of DCTA member cities, or within a quarter mile of any A-train Station or DCTA fixed bus route.
 - Projects that extend beyond this area should identify extra-territorial costs and alternate funding sources for the portion of costs not eligible for TRiP funding
- Clear and defensible nexus to DCTA Long-Range Service Plan goals
- Financially Sound
 - Requested capital funding does not exceed the member city's TRiP allocation, or
 - Funding sources have been identified for project costs exceeding the requested amount

In the event a member city submits multiple projects for consideration whose total costs exceed the member city's balance of available funds, additional project criteria may be considered to narrow the selection. These additional criteria may include percent cost sharing, ability to leverage additional federal funding, project timeframe, and demonstrated ability to meet multiple Long-Range Service Plan goals. Projects meeting minimum selection criteria may be deferred to a future year in the event of funding limitations.

VI. DISBURSEMENT

Based on the requested funding amount and as part of the Board approval packet, DCTA staff will recommend a schedule for TRiP funding disbursement which may be lump sum, quarterly, or annually.

Once approved by the DCTA Board, the approved funding becomes programmed to the project. That programmed amount is deducted from the available apportionment as an obligation. Funds will be allocated in accordance with the approved schedule, including lump-sum, quarterly or annually. In no case, will disbursements be made until the project eligibility requirements have been met and formal approval by the DCTA Board has been made. DCTA disbursement of payment to member cities for eligible project expenses will occur after an expense has been incurred as a reimbursement.

For capital assistance projects, member cities shall provide DCTA with a project status report and current financial records for each approved project. The status report shall be submitted on an annual basis (consistent with recommended disbursement schedule), and will include:

- Project identifier
- Approved project budget
- TRiP funds programmed for the project

DENTON COUNTY TRANSPORTATION AUTHORITY TRANSPORTATION REINVESTMENT PROGRAM (TRiP)

- Expenses incurred
- Percentage completion

At project completion, in the event that final project accounting or audit reveals that TRiP funding was not expended in a manner consistent with program requirements, or that the final project cost was less than the approved TRiP funding, those unspent funds shall be returned to DCTA and remain available in the apportionment for reprogramming to the eligible city. Unspent dollars shall be available to the eligible city up to three years for reprogramming and will be in addition to, any future allotments.

DCTA does not assume or incur any liability, obligation or financial responsibility for a contract between an eligible city and a contractor, employee or agent for an approved project or any liability for a result, occurrence, injury or damages resulting from or caused, directly or indirectly, by an approved project.

VII. PERFORMANCE EVALUATION AND REPORTING

Eligible cities shall maintain accurate books and records of all approved projects. Cities will maintain separate records for each approved project including project budgets, budget amendments, revised budget balances, expenditures to date, change orders, cost to complete, and TRiP funding received to date. DCTA maintains the right to audit a city's books to ensure that TRiP funding is applied in accordance with the program criteria. Cities also maintain the right to audit DCTA's books to ensure that the funding allocations and disbursements are in accordance with these guidelines and other applicable laws.

In addition to financial records, member cities will provide to DCTA an annual status report for each funded project detailing the activities completed to date, schedule updates, and any foreseeable issues or challenges. Additional performance monitoring criteria may be established for larger disbursements or on-going programs funded through TRiP.

DCTA may reconfirm performance goals (established in coordination with the member cities) intended to demonstrate the project's ability to support Long-Range Service Plan goals. DCTA will report quarterly to the Board on the status of the TRiP fund, including amounts apportioned, amounts programmed, amounts disbursed to member cities, and the amount remaining for each city. Quarterly staff reports will also include a summary of significant milestones and performance goals.

VIII. ETHICS AND CONFLICTS OF INTEREST

Officers and employees involved in the project selection process shall refrain from personal business activity that could conflict with the proper execution and management of the TRiP or that could impair the ability to make impartial decisions. Employees and Board members shall disclose any material interests potentially affected by any of the projects submitted.

Procedures when identifying a potential conflict of interest will comply with Chapter 171 of Texas Local Government Code regarding conflicts of interest. If an officer or employee involved in the project selection process has a substantial interest in a business entity or in real property,

**DENTON COUNTY TRANSPORTATION AUTHORITY
TRANSPORTATION REINVESTMENT PROGRAM (TRiP)**

that person must file an affidavit stating the nature and extent of the interest and abstain from further participation.¹

IX. SUBJECT TO AUDIT

DCTA shall establish a system of written internal controls which will be reviewed annually with the independent auditor of DCTA. The controls shall be designed to prevent loss of public funds due to error, misrepresentation, or oversight. A formal annual review of these internal controls as well as disbursements and receipts associated with the Transportation Reinvestment Program will be performed by an independent auditor. Results of the audit shall be reported to the Board.

¹ Legal exceptions and situations not requiring abstention should be reviewed and documented with DCTA counsel.

**DENTON COUNTY TRANSPORTATION AUTHORITY
TRANSPORTATION REINVESTMENT PROGRAM (TRiP)**

ATTACHMENT A – SAMPLE PROJECT APPLICATION

PROJECT NAME:

PROJECT SPONSOR:

☐ Denton

☐ Lewisville

☐ Highland
Village

PROJECT DESCRIPTION:

**GEOGRAPHIC
LIMITS/BOUNDARIES:**

REQUEST FOR CAPITAL

LEVEL OF DESIGN:

PROJECT COST:

FUNDING REQUEST:

**ESTIMATED PROJECT
COMPLETION DATE:**

ADDITIONAL INFORMATION:

**DENTON COUNTY TRANSPORTATION AUTHORITY
TRANSPORTATION REINVESTMENT PROGRAM (TRiP)**

**IN THE SECTION BELOW, PLEASE INDICATE HOW THE PROPOSED PROJECT
SUPPORTS DCTA LONG-RANGE SERVICE PLAN GOALS**

☐ Increase service efficiency and reliability

☐ Increase service effectiveness for DCTA
customer

☐ Increase the visibility and elevate the image
of DCTA

☐ Expand DCTA services into areas where
transit has a strong likelihood of success

☐ Coordinate with regional transportation
providers

☐ Pair transit facilities to existing and planned
transit-supportive development

☐ Advocate sustainable development practices
that support transit

☐ Strive for financial excellence by maintaining
fiscally sound and sustainable financial plans
and budgets that reflect community priorities and
values

**DENTON COUNTY TRANSPORTATION AUTHORITY
TRANSPORTATION REINVESTMENT PROGRAM (TRiP)**

THIS SECTION TO BE COMPLETED BY DCTA STAFF

Transportation Reinvestment Program Project Identifier: _____

- ☐ Meets minimum project eligibility requirements
- ☐ Multiple project selection

Rank: _____

Initial Member City Transportation Reinvestment Program Balance: _____

Recommended Project FY _____ Programmed Amount: _____

Remaining Member City Balance: _____

Recommended Disbursement Schedule:

- ☐ Lump Sum
- ☐ Quarterly
- ☐ Monthly
- ☐ As defined through Inter-local Agreement

PLEASE ATTACH PROJECT COST BACKUP. ACCEPTABLE COST BACKUP FOR CAPITAL PROJECTS INCLUDES PROJECT DRAWINGS, DESIGN SHEETS, COST WORKBOOK, OR BID SHEET. FOR SERVICE REQUESTS, PLEASE INCLUDE A SUMMARY OF DISCUSSIONS WITH DCTA SERVICE PLANNING STAFF OR AN ESTIMATE FROM AN ALTERNATE TRANSPORTATION SERVICE PROVIDER.

**DENTON COUNTY TRANSPORTATION AUTHORITY
TRANSPORTATION REINVESTMENT PROGRAM (TRiP)**

ATTACHMENT A

Improvement Type	Restrictions
Transit Stop Amenities	Along existing or planned DCTA fixed routes
Sidewalks	Within one mile and/or along existing or planned DCTA fixed routes/demand response zones
Crosswalks/Median Island	Within one mile and/or of planned DCTA fixed routes/demand response zones
Bike/Ped Trail Connections	Provides connection to existing or planned transit network
Bus Bulb Out/Turning Pocket	N/A
Transit Lane	N/A
Bike Lane (on-street)	N/A
Other Lane reconfiguration	Must serve a transit-related purpose
Traffic Calming	N/A
Landscaping/streetscaping	Along existing or planned route DCTA fixed routes/on-demand response zones
Street lighting/ Other public safety improvements	Along existing or planned DCTA fixed routes/on-demand response zones
Transit Signal Priority (TSP)	Along existing or planned DCTA fixed routes/on-demand response zones
Signal Timing	Along existing or planned DCTA fixed routes/on-demand response zones
Other Intersection improvements	Along existing or planned DCTA fixed routes/on-demand response zones
Street Improvements	Along existing or planned DCTA fixed routes/ on-demand response zones
Shared Parking, Kiss & Ride/Drop-off Zones	Within 500 feet of DCTA stations or facilities
Transit Oriented Development	Planning and site development activities
Transit Adjacent Development	Planning and site development activities
Wayfinding/Placemaking signage	N/A

Note: all improvements should be consistent with approved local and regional plans, including DCTA's Long Range Service Plan



Board of Directors Memo

January 28, 2021

SUBJECT: Presentation and Introduction to Federal Transit Administration (FTA) Formula Funds

Background

DCTA receives grant funding from both the federal and state government. DCTA pursues competitive grant opportunities when appropriate but primarily receives grant funding through the Federal Transit Administration's annual Program of Projects. The majority of grant funding that the agency receives is 5307 federal formula funds. Operating grants are used to fund projects such as preventive maintenance, eligible bus transit operations, and the vanpool program. Capital grants are used to fund capital projects such as fleet replacement, construction, hike & bike trails, and Positive Train Control. Each grant requires quarterly and/or annual reporting as well as compliance monitoring and closeout reporting upon completion of a grant-funded project.

DCTA's FY21 budget includes \$22.6 million in grant funding, including \$20.1 million from the Federal Transit Administration. \$12.2 million of this amount is related to CARES Act funding approved in response to the COVID-19 pandemic. All of the currently budgeted grant revenue for FY21 is to be received on a reimbursement basis where all drawdown requests occur after the related expense has been paid.

Previous Board Activity & Action

There has been no previous Board-level activity on this item.

Identified Need

Provides the Board of Directors a background of DCTA's funding from the Federal Transit Administration.

Financial Impact

This item is included for informational purposes only; there is no financial impact associated with this item.

Recommendation

This item is presented for informational purposes only. No action is required.

Exhibits

Exhibit 1: Presentation – Introduction to FTA Formula Funds

Submitted by: Whitney Trayler
Whitney Trayler, Grants Manager

Final Review: Marisa Perry
Marisa Perry, CPA, Chief Financial Officer/VP of Finance

Approval: Raymond Suarez
Raymond Suarez, Chief Executive Officer



Introduction to FTA Formula Funds

January 28, 2021

Fixing America's Surface Transportation (FAST) Act



- Current legislative act providing \$305 billion dollars to surface transportation programs
- First long-term authorization act in over a decade that was a result of bipartisan cooperation and compromise
- Signed by President Obama in 2015 and provided stable funding through September 30, 2020
- President Trump signed a bill on October 1, 2020 extending the Act one year to allow Congress time to work out longer legislation

Eligible Formula Funds

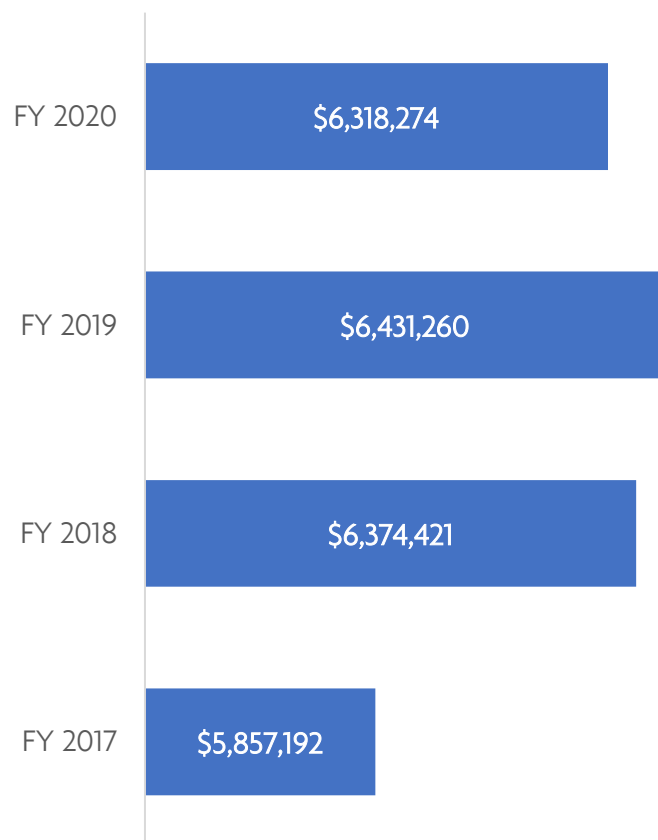
- Formula funds are apportioned using legislative formulas vs a competitive selection process.
- DCTA receives annual apportionments from three Federal Transit Administration (FTA) formula funded programs.

Section 5307	Urbanized Area Formula Program
Section 5337	State of Good Repair Grants Program
Section 5339(a)	Bus and Bus Facilities Formula Program

- FTA C 5010.1E, Award Management Requirements, offers post award administration and management guidance for all federal programs.
- Additionally, each program has its own set of rules and guidelines.

5307: Urbanized Area Formula Funding

5307 Apportionments by Fiscal Year



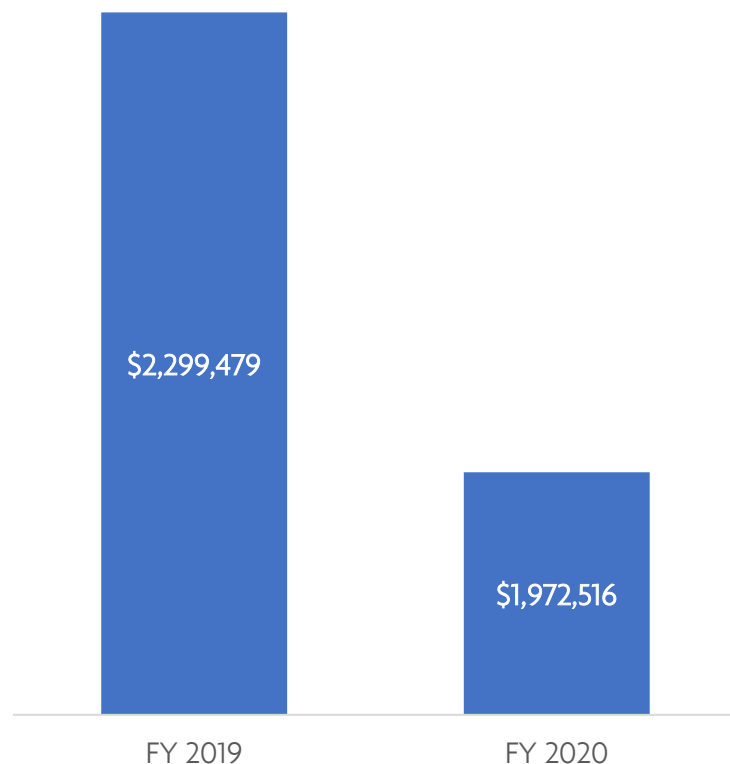
- Provides funding for transit capital and operating assistance and for transportation-related planning.
- Distribution formula considers a combination of revenue, route, and passenger miles for both bus and fixed guideway (rail), which are reported to the National Transit Database (NTD). The formula also considers population and population density data from the U.S. Census.
- Available for obligation during the apportioned year + 5 years.
- Federal Share of Project Costs:
 - 80% for capital and planning projects
 - 85% for ADA compliant capital projects
 - 50% for operating assistance (cannot use Transportation Development Credits in lieu of local match)
- Program Specific Requirements:
 - At least 1% required to be used for transportation security projects, unless security needs are certified to have been met
 - At least 1% required to be used for associated transit improvements
 - No more than 10% can be used for ADA Complementary Paratransit
 - No more than 75% can be used for Operating Assistance per the Special Rule cap
- NCTCOG retains 2% for Strategic Partnership (formerly call for projects) to award funding for eligible projects within the UZAs.

Eligible Section 5307 Projects

- Capital Projects
 - Bus and Bus-Related Activities
 - Fixed Guideway Systems
 - Associated Transit Improvements
 - ADA Vehicle/Facility Projects
 - Extended Warranty
 - Mobility Management
 - Preventive Maintenance
 - Transit-Oriented Development
 - Clean Air Act Projects
 - ADA Complementary Paratransit
 - Capital Cost of Contracting
- Employee Training Expenses
- Operating Assistance *subject to cap
- Job Access and Reverse Commute
- Interest and Debt Financing
- Planning

5337: State of Good Repair (aka Fixed Guideway)

5337 Apportionments by
Fiscal Year



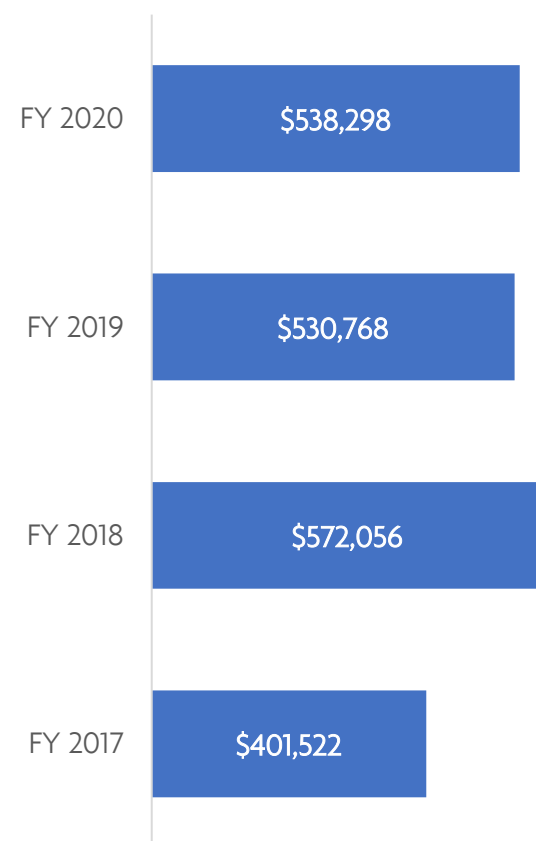
- Assists with maintenance, rehabilitation, and replacement of transit capital assets that are part of an existing fixed guideway and high intensity motorbus system.
- Eligible recipients must have a fixed guideway or high intensity motorbus system in revenue service for at least 7 years. However, funds can be used on any part of the fixed guideway system, not just those that have been in service for seven years or longer.
- Distribution formula considers revenue miles and route miles reported to the NTD, and what the UZA would have received in the FY11 fixed guideway modernization formula using the current definition of fixed guideway.
- Available for obligation during the apportioned year + 3 years.
- Federal Share of Project Costs:
 - 80% of the net capital project cost
 - 85% of ADA compliant capital projects
 - TDCs can be used in lieu of local match
- No program specific requirements

Eligible Section 5337 Projects

- Capital projects to replace and rehabilitate:
 - Rolling stock
 - Track
 - Line equipment & structures
 - Signals & communications
 - Power equipment & substations
 - Passenger stations and terminals
 - Security equipment and systems
 - Maintenance facilities and equipment
 - Operational support equipment
- Equipment and vehicles being replaced must have reached or exceeded their minimum useful life to be eligible
- Preventive maintenance
- Overhauls and rebuilds in accordance with FTA C 5010.1E
- Projects to develop and implement TAM plans
- New maintenance facilities or equipment if needed to maintain the existing system or equipment
- Projects that solely expand capacity or service are not eligible.

5339(a): Bus and Bus Facilities

5339 Apportionments by Fiscal Year



- Assists in replacing, rehabilitating, and purchasing buses and related equipment, and to construct bus-related facilities
- Eligible recipients operate fixed route bus service
- Distribution formula considers bus revenue vehicle miles and bus passenger miles reported to the NTD, as well as population and population density data obtained from the U.S. Census.
- Available for obligation during the apportioned year + 3 years
- Federal Share of Project Costs:
 - 80% of capital projects
 - 85% of ADA compliant capital projects
 - 90% of bicycle access projects
 - TDCs can be used in lieu of local match
- No program specific requirements

Eligible Section 5339(a) Projects

- Capital projects to replace, rehabilitate, and purchase buses and related equipment, and projects to construct bus-related facilities
 - Buses/vans for fleet & service expansion
 - Replacement vehicles
 - Supervisor vehicles
 - Bus rebuilds and overhauls
 - Bus maintenance/administrative facilities
 - Clean fuel projects
 - Leasing of capital assets
 - Bicycle facilities
 - Transfer facilities
 - Transportation centers
 - Park and ride stations
 - Passenger amenities (i.e. shelters)
 - Mobile radios, fareboxes
 - Introduction of new technology
 - Capital cost of contracting
 - Project administration
- Joint development improvements
- Planning, preventive maintenance, and mobility management are not eligible.

Post Award Processes

- Quarterly Federal Financial Reports (FFR)
- Quarterly Milestone Progress Reports (MPR)
- Program specific requirements for modifications to an award
 - Budget revision
 - Administrative Amendment
 - Amendment
- Recipient initiates closeout within 90 days after the end of the period of performance or after the federal assistance has been expended.
- In general, records should be retained for 3 years after the final expenditure report is submitted to FTA.

Board of Directors Memo

January 28, 2021

SUBJECT: Discuss Status of the DCTA/DART Joint Regional Operations & Maintenance Facility Partnership

Background

DCTA operates passenger rail service on a rail corridor owned by the Dallas Area Rapid Transit (DART) pursuant to a Transportation Access and Easement Agreement executed between the parties dated May 25, 2010, which sets forth the terms and conditions of DCTA's use of the DART Corridor. Additionally, DCTA and DART have maintained an Interlocal Agreement for Shared Services which mutually benefits the residents of the respective service areas and enables the parties to collaborate in providing passenger rail service. This agreement was amended and approved by the DCTA Board of Directors at the November 2020 Board meeting.

Passenger rail service connecting the counties of Dallas and Denton, TX relieves traffic congestion, aids in attaining federal air quality standards, provides transportation options and increases regional connectivity.

DCTA Board and staff have made a concerted effort to cultivate the relationship with DART, while identifying new partnership opportunities to enhance the "regionalism" approach. The potential partnership between the agencies to build a regional joint rail operations facility was memorialized with a Letter of Intent which was executed after discussion with the Board at the December 2020 Board Meeting.

Staff has been providing updates to the DCTA Board regarding the discussions around a regional joint rail operations facility and will continue to keep the board apprised as progress continues on this initiative.

Previous Board Activity & Action

December 10, 2020 Board received an update from staff regarding the collaboration for regional joint rail facility between DCTA and DART and supported the CEO's authorization to execute a Letter of Intent with DART to formalize the partnership exploration.

November 12, 2020 Board received an update from staff regarding the potential collaboration for regional joint rail facility between DCTA and DART.

Financial Impact

There is currently no financial impact associated with the ongoing conversations with DART, however any potential financial impacts for this project will be explored and presented to the Board when that information is available.

Recommendation

This agenda item is discussion only. No action is required.

Exhibits

N/A

Submitted By: 
Kristina Holcomb, Deputy CEO

Approval: 
Raymond Suarez, CEO

Board of Directors Memo

January 28, 2021

SUBJECT: Receive an Update on the 87th Texas Legislative Session and Provide Direction to Staff Regarding Agency's Stated Legislative Agenda

Background

The Board of Directors approved the DCTA Legislative Program on September 24, 2020. Included in the initiatives approved by the board, was the option to seek introduction and passage of legislation related to public-private partnership (P3) authority. Upon further evaluation and discussions with partners and the current, unique environment in which our Legislature is operating this session, staff recommends the Agency delay the P3 legislative initiative for further evaluation or consultation in the 88th Texas Legislature in 2023.

Rick Dennis from HillCo will also be present to answer any questions the Board may have.

Previous Board Activity & Action

September 24, 2020 Board approved DCTA Legislative Program

October 22, 2020 Board received an update from staff on the P3 initiative

Identified Need

This item will allow for staff to receive direction from the Board of Directors as it relates to pursuing P3 legislation this session or to delay the initiative until the 2023 legislative session.

Financial Impact

N/A

Recommendation

Staff recommends the Board of Directors provide direction to delay the P3 legislative initiative until the 88th Texas Legislature in 2023.

Exhibits

N/A

Submitted By: 
Lindsey N. Baker, Director of Government Affairs

Final Review: 
Kristina Holcomb, Deputy CEO

Approval: 
Raymond Suarez, CEO

Board of Directors Memo

January 28, 2021

SUBJECT: Monthly Sales Tax Receipts

Background

Sales tax represents the single largest source of revenue for DCTA at 49.89% for the Fiscal Year 2021 budget. The annual sales tax budget for FY21 is \$26,624,124. Because of its importance in funding of DCTA's ongoing operations, the Board adopted a Budget Contingency Plan that outlines the Agency's response when declines in sales tax hit a specific target.

For the month of January, receipts were favorable compared to budget.

- Sales tax for sales generated at retail in the month of November and received in January was \$2,617,881.
- This represents an increase of 52.89% or \$905,601 compared to budget for the month.
- Compared to the same month last year, sales tax receipts are \$429,661 or 19.64% higher.
 - The increase in January 2021 receipts compared to January 2020 is primarily caused by increases in the Retail Trade, Wholesale Trade, and Manufacturing industries when compared to prior year. There is also a considerable variance due to a reporting anomaly associated with a negative remittance amount in January 2020 from a single large taxpayer compared to a typical remittance in the current month. DCTA's sales tax consultant, HdL Companies, has garnered commissionable recoveries manifesting in increases in the January 2021 allocation as well.
 - Sales tax received in the month of December 2020 was 26% higher than the same month in the prior year. A single taxpayer remitted a sizeable single-month report (\$506k more than the same month in the prior year). HdL has contacted the Comptroller's office to validate the payment. Communication between the Comptroller's office and the taxpayer is underway to determine the nature and validity of the payment, and it is not yet known whether the December allocation from this taxpayer will be verified or if it will be subject to deallocation at a future date.
- Member city collections for the month compared to prior year are as follows:
 - City of Lewisville up 29.29%
 - City of Denton up 4.78%
 - City of Highland Village down 0.46%

Previous Board Activity & Action

There has been no previous Board-level activity on this item.

Identified Need

Provides the Board of Directors a monthly status on Sales Tax collections.

Financial Impact


This item is included for informational purposes only; there is no financial impact associated with this informational item.

Recommendation


This item is presented for informational purposes only. No action is required.

Exhibits

Exhibit 1: FY21 Monthly Sales Tax Report

Submitted By: 
Amanda Riddle, Senior Manager of Budget

Final Review: 
Marisa Perry, CPA, Chief Financial Officer / VP of Finance

Approval: 
Raymond Suarez, Chief Executive Officer

DENTON COUNTY TRANSPORTATION AUTHORITY

SALES TAX REPORT
BUDGET TO ACTUAL AND PREVIOUS YEAR COMPARISON

Sales Generated in Month of:	Received in Month of:	2020-2021 Adopted Budget	2020-2021 Year Actual	Variance Actual to Original Budget	CY Actual to CY Original Budget % Variance ^(A)	2019-2020 Year Actual	Variance Actual to Prior Year	CY Actual to PY Actual % Variance
October	December	\$ 1,723,286	\$ 2,944,573	\$ 1,221,287	70.87%	\$ 2,329,419	\$ 615,154	26.41%
November	January	\$ 1,712,280	\$ 2,617,881	\$ 905,601	52.89%	\$ 2,188,220	\$ 429,661	19.64%
December	February	\$ 2,124,605				\$ 3,191,714		
January	March	\$ 2,069,351				\$ 2,268,362		
February	April	\$ 2,022,897				\$ 2,114,448		
March	May	\$ 2,483,676				\$ 2,503,274		
April	June	\$ 2,492,462				\$ 2,185,555		
May	July	\$ 2,193,143				\$ 2,400,743		
June	August	\$ 2,586,198				\$ 2,819,430		
July	September	\$ 2,183,351				\$ 2,412,772		
August	October	\$ 2,399,699				\$ 2,511,707		
September	November	\$ 2,633,176				\$ 2,910,752		
YTD TOTAL		\$ 3,435,566	\$ 5,562,454	\$ 2,126,888	61.91%	\$ 4,517,639	\$ 1,044,815	23.13%
FISCAL YEAR TOTAL		\$ 26,624,124				\$ 29,836,396		

^(A) Formula: YTD Variance Actual to Original Budget / YTD Original Budget

Sources: Texas Comptroller of Public Accounts and DCTA Finance Department

Prepared By: Denton County Transportation Authority Finance Department

January 6, 2021

DENTON COUNTY TRANSPORTATION AUTHORITY

MEMBER CITIES SALES TAX REPORT
MONTH ALLOCATION IS RECEIVED FROM COMPTROLLER
PREVIOUS YEAR COMPARISON

CITY OF LEWISVILLE						CITY OF HIGHLAND VILLAGE					
Sales Generated in Month of:	Received in Month of:	2019-2020 Year Actual	2020-2021 Year Actual	Variance Actual to Prior Year	CY Actual to PY Actual % Variance	Sales Generated in Month of:	Received in Month of:	2019-2020 Year Actual	2020-2021 Year Actual	Variance Actual to Prior Year	CY Actual to PY Actual % Variance
October	December	\$ 3,282,870	\$ 3,348,633	\$ 65,763	2.00%	October	December	\$ 357,488	\$ 341,390	\$ (16,099)	-4.50%
November	January	\$ 2,904,782	\$ 3,755,579	\$ 850,797	29.29%	November	January	\$ 356,224	\$ 354,573	\$ (1,651)	-0.46%
December	February	\$ 4,407,090				December	February	\$ 521,121			
January	March	\$ 3,148,942				January	March	\$ 338,734			
February	April	\$ 2,987,194				February	April	\$ 262,811			
March	May	\$ 3,733,423				March	May	\$ 322,245			
April	June	\$ 3,294,690				April	June	\$ 267,280			
May	July	\$ 3,399,328				May	July	\$ 311,278			
June	August	\$ 4,039,429				June	August	\$ 394,759			
July	September	\$ 3,032,247				July	September	\$ 303,996			
August	October	\$ 3,509,227				August	October	\$ 304,285			
September	November	\$ 4,164,883				September	November	\$ 404,670			
YTD TOTAL		\$ 6,187,652	\$ 7,104,211	\$ 916,559	14.81%	YTD TOTAL		\$ 713,712	\$ 695,962	\$ (17,750)	-2.49%
FISCAL YEAR TOTAL		\$ 41,904,104				FISCAL YEAR TOTAL		\$ 4,144,890			

CITY OF DENTON					
Sales Generated in Month of:	Received in Month of:	2019-2020 Year Actual	2020-2021 Year Actual	Variance Actual to Prior Year	CY Actual to PY Actual % Variance
October	December	\$ 2,887,178	\$ 3,174,573	\$ 287,396	9.95%
November	January	\$ 2,911,334	\$ 3,050,388	\$ 139,054	4.78%
December	February	\$ 4,230,616			
January	March	\$ 2,902,937			
February	April	\$ 2,571,667			
March	May	\$ 3,061,108			
April	June	\$ 2,521,781			
May	July	\$ 2,878,630			
June	August	\$ 3,555,689			
July	September	\$ 2,999,523			
August	October	\$ 3,167,204			
September	November	\$ 3,710,560			
YTD TOTAL		\$ 5,798,512	\$ 6,224,961	\$ 426,450	7.35%
FISCAL YEAR TOTAL		\$ 37,398,228			

Sources: Texas Comptroller of Public Accounts and DCTA Finance Department
Prepared By: Denton County Transportation Authority Finance Department
January 6, 2021

ALL TRANSIT AGENCIES
MONTHLY SALES AND USE TAX COMPARISON SUMMARY

Transit Agency	Current Rate	Net Payment This Period	Comparable Payment Prior Year	% Change	Payments YTD (Calendar)	Prior Year Payments YTD (Calendar)	% Change
Austin MTA	1.00%	\$ 21,222,140	\$ 21,524,692	-1.40%	\$ 21,222,140	\$ 21,524,692	-1.40%
Corpus Christi MTA	0.50%	\$ 2,616,619	\$ 2,583,995	1.26%	\$ 2,616,619	\$ 2,583,995	1.26%
Dallas MTA	1.00%	\$ 49,268,059	\$ 51,203,203	-3.77%	\$ 49,268,059	\$ 51,203,203	-3.77%
Denton CTA	0.50%	\$ 2,617,881	\$ 2,188,220	19.63%	\$ 2,617,881	\$ 2,188,220	19.63%
El Paso CTD	0.50%	\$ 3,985,874	\$ 3,925,171	1.54%	\$ 3,985,874	\$ 3,925,171	1.54%
Fort Worth MTA	0.50%	\$ 6,953,464	\$ 6,376,281	9.05%	\$ 6,953,464	\$ 6,376,281	9.05%
Houston MTA	1.00%	\$ 61,151,779	\$ 62,554,771	-2.24%	\$ 61,151,779	\$ 62,554,771	-2.24%
Laredo CTD	0.25%	\$ 699,761	\$ 728,961	-4.00%	\$ 699,761	\$ 728,961	-4.00%
San Antonio ATD	0.25%	\$ 5,750,699	\$ 5,650,434	1.77%	\$ 5,750,699	\$ 5,650,434	1.77%
San Antonio MTA	0.50%	\$ 12,745,076	\$ 12,505,393	1.91%	\$ 12,745,076	\$ 12,505,393	1.91%
TOTALS		\$ 167,011,352	\$ 169,241,120	-1.32%	\$ 167,011,352	\$ 169,241,120	-1.32%

Sources: Texas Comptroller of Public Accounts and DCTA Finance Department
 Prepared By: Denton County Transportation Authority Finance Department
 January 6, 2021

Board of Directors Memo

January 28, 2021

SUBJECT: Monthly Mobility-as-a-Service Update

Background

A Request for Proposals (RFP) was released on January 16, 2019 for Mobility as a Service (MaaS). Firms were invited to submit proposals (for both federal and non-federal funding project categories) to provide innovative mobility service to DCTA member cities, contract communities, partner organizations, as well as large employment centers and other areas as the need arises. On March 12, 2019, DCTA received thirty-seven (37) proposals in response to the RFP. Thirty-three (33) proposals were deemed responsive and were evaluated by the evaluation team. The evaluation team rejected two proposals that scored less than seventy (70) points and recommended award to thirty-one (31) firms. The Board of Directors approved the award of Mobility-as-a-Service to thirty-one firms and reduced the total annual contract value of \$2,400,000 to \$75,000 for all task orders issued under the master on-call contracts. One of the recommended firms will not execute a contract due to business operational changes; therefore, thirty (30) firms remain eligible for contract execution. As requested by the Board of Directors, staff is providing a monthly update on all Mobility-as-a-Service commitments, activities and expenses.

To date, the following twenty-six contracts have been fully executed:

- | | | |
|-----------------------------|----------------------------|---|
| • AJL International | • Irving Holdings | • RideCo |
| • Bird Rides | • Iteris | • Rideshark Corporation |
| • Bubbl Investments, LLC. | • Kapsch | • River North (Via) |
| • Dashboard Story dba DUET | • Lyft | • Roundtrip |
| • DemandTrans Solutions | • Moovel | • Routematch |
| • DoubleMap | • Moovit | • Spare Labs, Inc. |
| • Downtowner Holdings, LLC. | • MV Transportation | • Spare Labs, Inc. (with First Transit) |
| • First Transit | • Muve: Quebec, Inc. | • Transdev North America |
| • Ford Smart Mobility, LLC. | • Quebec, Inc. dba Transit | |

The remaining four contracts, all with software companies (Passport, SeatsX, Token Transit and Transloc), have been placed on hold until a need arises to enter into a contract for software.

Previous Board Activity & Action

Task Order #1 – Lewisville Lakeway Zone and Denton Evening Zone was issued to Spare Labs, Inc. for Platform-as-a-Service (Spare Platform). The task order was approved for award at the June Board meeting and was issued on 6/30/2020 for a not-to-exceed amount of \$50,000 per year with an initial term of two years and one two-year option to extend (total of 4 years). No funds have been expended to date.

Task Orders #2 & #3 – On-Demand Services in Member Cities and Contracted Cities was discussed at the June Board meeting and was presented at the September Board meeting to authorize negotiation of two task orders. Negotiations are currently being conducted and staff anticipates presenting the resulting task orders at the January Board meeting for approval.

Identified Need

Provides the Board of Directors a monthly status on Mobility-as-a-Service Contracts.

Financial Impact

This item is included for informational purposes only; there is no financial impact associated with this item.

Recommendation

For information only. No action required.

Submitted By: 
Athena Forrester, AVP of Regulatory Compliance

Final Review: 
Marisa Perry, CPA, CFO/VP of Finance

Approval: 
Raymond Suarez, CEO

Board of Directors Memo

January 28, 2021

SUBJECT: Budget Information

Background

The DCTA budget is prepared months in advance of the start of the October 1 fiscal year and not all expenses can be anticipated at the time of the budget preparation. Therefore, during the fiscal year, it may become necessary to reforecast the annual expenses and complete transfers between budget categories and/or departments based on changing needs of the agency. Revising the budget for material changes will provide a better forecasting and management tool for the Board and DCTA staff for future periods.

BUDGET TRANSFER / REVISION REQUEST						
TRANSACTION TYPE:		Transfer	<input checked="" type="checkbox"/>	Number: 2021-01		
		Revision	<input type="checkbox"/>			
				Current Budget Amount	Budget Transfer Amount	Adjusted Budget Amount
TRANSFERS WITHIN EXISTING BUDGET						
<i>General & Administrative:</i>	100.50309	Professional Services	\$	298,000	\$ (24,860)	\$ 273,140
	120.50309	Professional Services		206,560	24,860	231,420
	100.50309	Professional Services		273,140	(38,000)	235,140
	180.50440	Computer Materials & Supplies		29,300	38,000	67,300
<i>Bus Operations:</i>	500.50318	Facilities Maintenance		328,891	(36,617)	292,274
	531.50313	Computer & Software Maintenance		41,915	7,236	49,151
	533.50313	Computer & Software Maintenance		28,376	29,381	57,757
<i>Net Budget Impact</i>					-	

Previous Board Activity & Action

The FY21 budget was originally adopted on September 24, 2020. This is the first set of budget transfers related to the FY21 budget.

Identified Need

Provides the Board of Directors a monthly status on any budget transfers completed.

Financial Impact


Budget Transfer 2021-01 has a net budget impact of zero. Identified necessary expense increases have been offset by realized savings in other areas as noted above.

Recommendation

This item is presented for informational purposes only. No action is required. The Financial Management Policies authorize the CEO to approve budget transfers between expense categories and departments, not to exceed 5% of the total annual operating budget.

Submitted By: 
Amanda Riddle, Senior Manager of Budget

Final Review: 
Marisa Perry, CPA, Chief Financial Officer/VP of Finance

Approval: 
Raymond Suarez, Chief Executive Officer

Board of Directors Memo

January 28, 2021

SUBJECT: Ridership Trend Report

Background

Beginning in March 2020, DCTA staff began a series of special COVID-related ridership tabulations to gain a better understanding of the ridership impacts associated with the pandemic and ensuing service changes. Exhibits 1-4 provide an overview of total monthly ridership trends across all DCTA services--comparing FY19 against FY20 and FY21 with the associated COVID impacts.

The holiday season and UNT winter break combined to significantly reduce December bus ridership which decreased by 57 percent from November. December A-train passenger boardings were much less impacted in December; declining about 3 percent during the same period. Such November-December declines are consistent with prior years.

Unlinked Passenger Trips

Mode	August	September	October	November	December	Aug-Dec % Change	Nov-Dec % Change
Bus	30,109	54,773	54,725	42,194	18,149	-39.7%	-57.0%
A-train	7,431	8,206	9,018	7,819	7,564	1.8%	-3.3%
Access	1,245	1,229	1,214	1,041	1,166	-6.3%	12.0%
On-Demand	731	663	707	640	584	-20.1%	-8.8%

S:\STRATEGIC PLANNING\ServicePlaningSupport\Trend Analysis\[FY19_FY20_FY21_Compare011221.xlsx]Lines

Average monthly A-train passenger trips during the March-December 2020 COVID-impacted months are approximately 73 percent less than prior pre-COVID monthly averages.

	Average Monthly Boardings	% Change
Average Monthly A-train Ridership (Pre-COVID--June '19-Feb '20)	31,768	
Average Monthly A-train Ridership (March-December 2020)	8,384	-73.6%

S:\STRATEGIC PLANNING\COVID19\RidershipImpacts\[A-trainCOVIDTrend_011221.xlsx]Sheet1

Exhibits

Exhibit 1: FY19, FY20, & FY21 Total Monthly Ridership – Rail

Exhibit 2: FY19, FY20, & FY21 Total Monthly Ridership – Bus

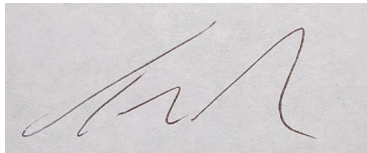
Exhibit 3: FY19, FY20, & FY21 Total Monthly Ridership – Access

Exhibit 4: FY19, FY20, & FY21 Total Monthly Ridership – On-Demand

Exhibit 5: A-train Ridership Pre- and During COVID-19 Comparison



Submitted By: _____
Tim Palermo, Planning & Data Analytics Manager



Final Review (Bus): _____
Troy Raley, Senior Director of Mobility Services

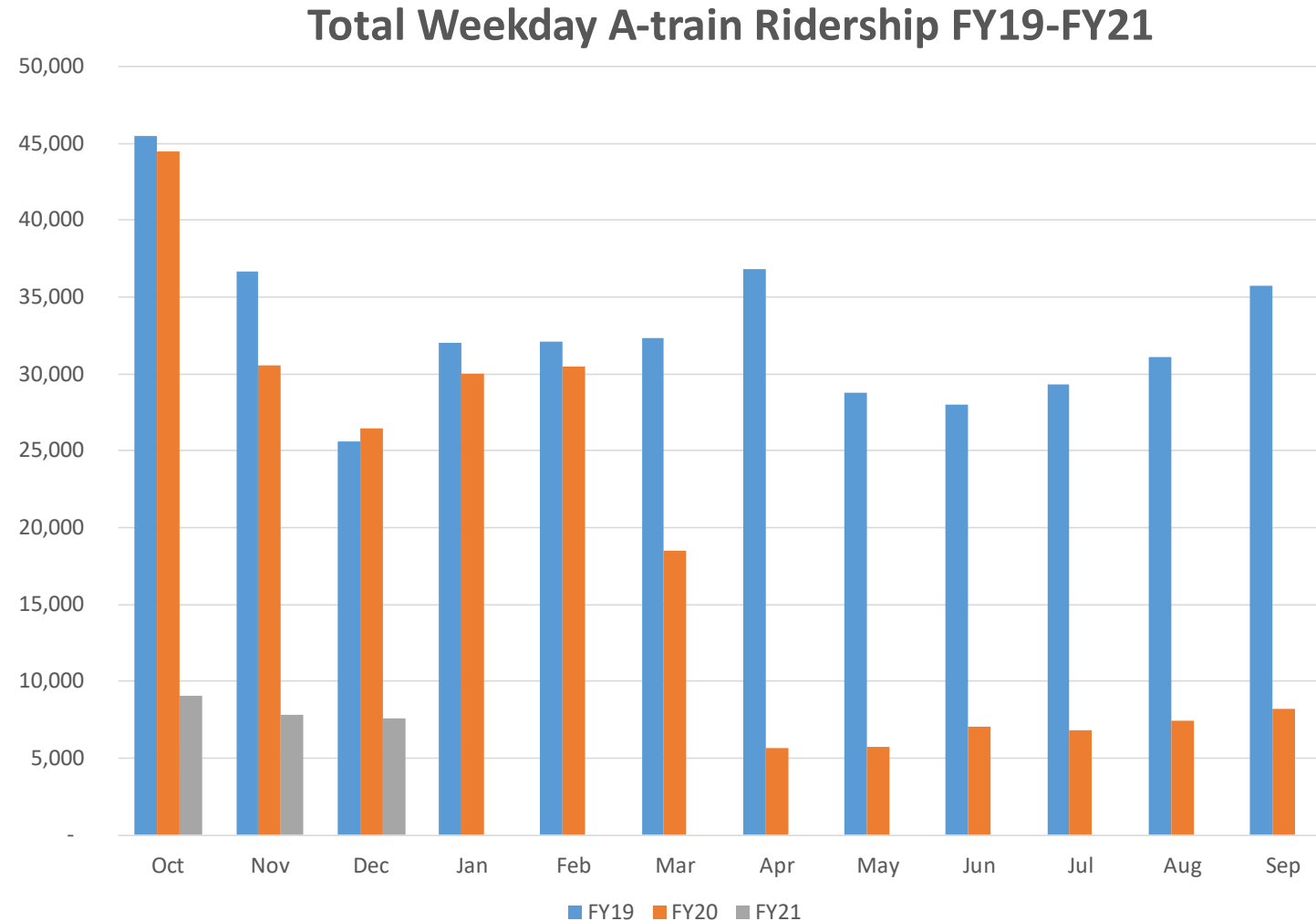


Approval (Bus): _____
Nicole Recker, Vice President of Mobility Services & Administration

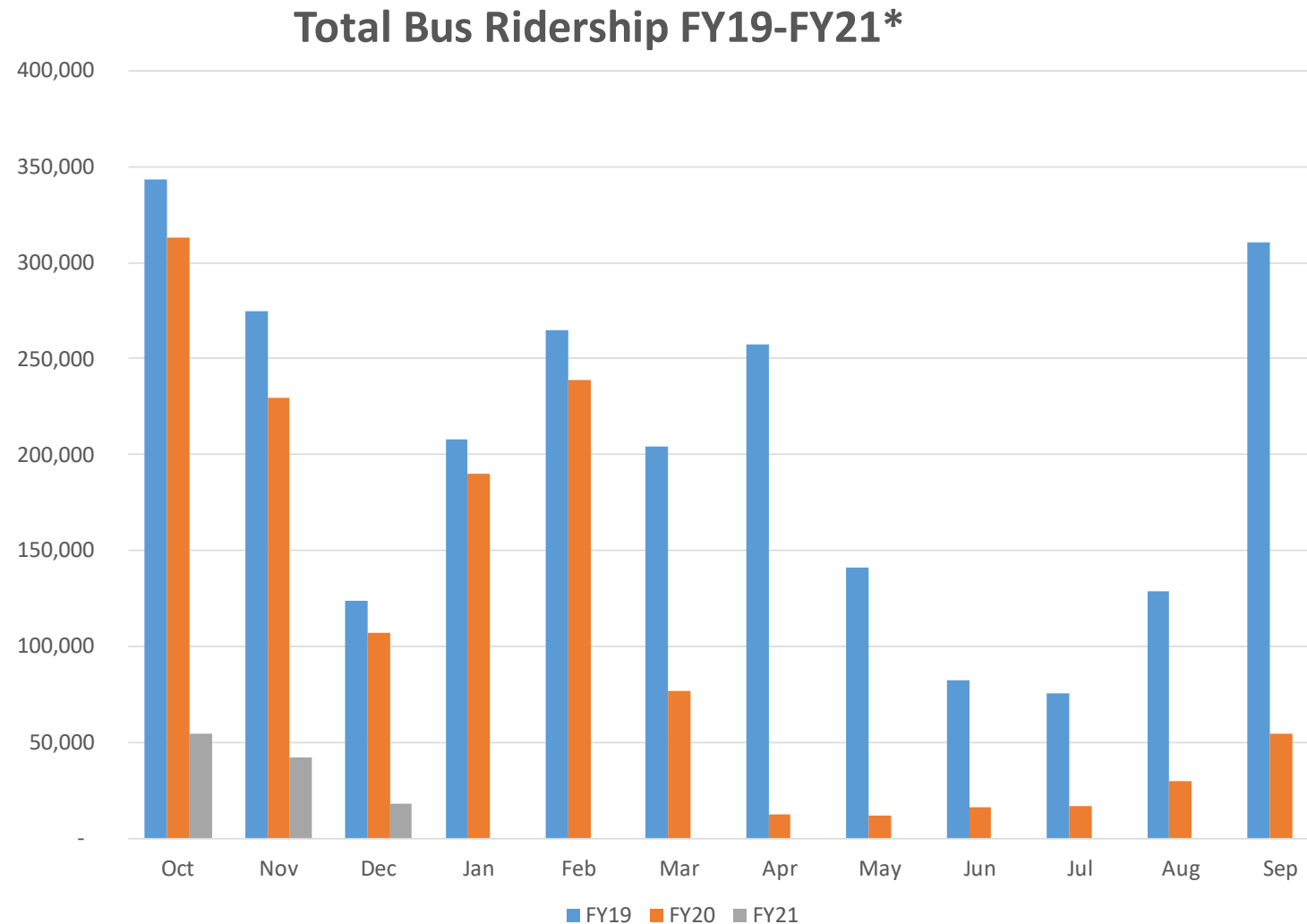


Approval (Rail): _____
Kristina Holcomb, Deputy CEO

FY19-FY21 Total Monthly Ridership – A-train

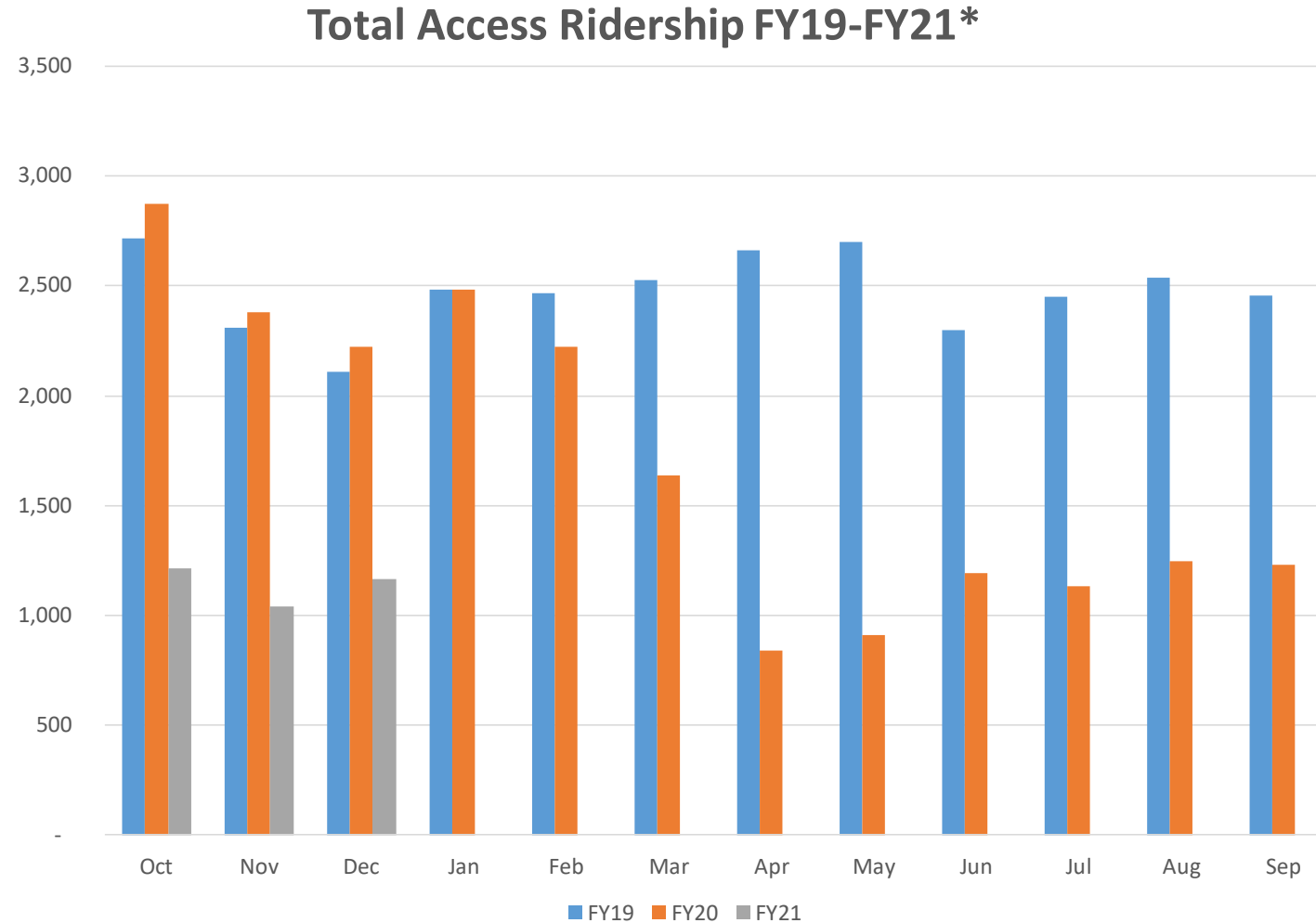


FY19-FY21 Total Monthly Ridership – Bus



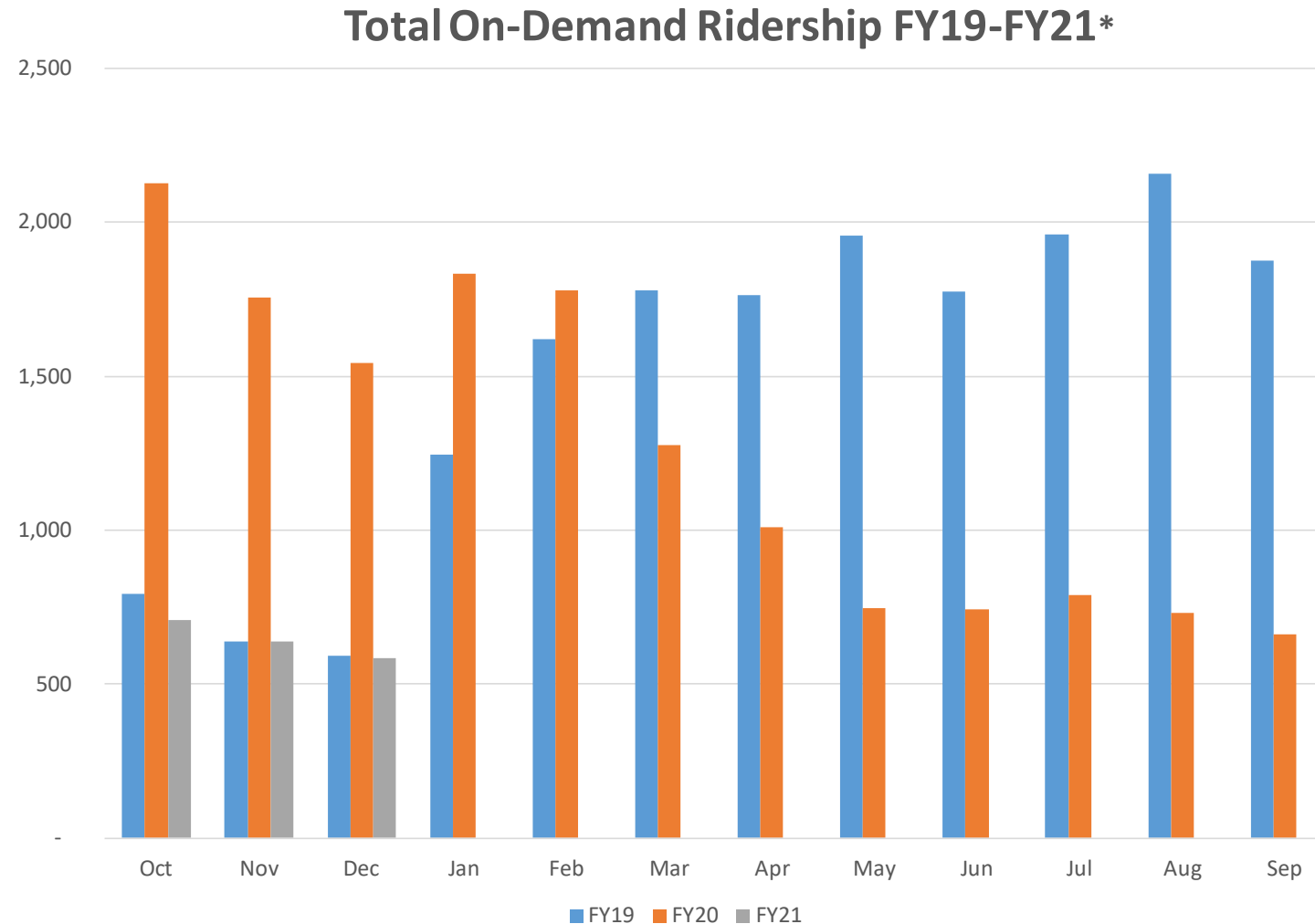
*UNT, NCTC, Denton, Lewisville, and Highland Village Connect Service.

FY19-FY21 Total Monthly Ridership – Access



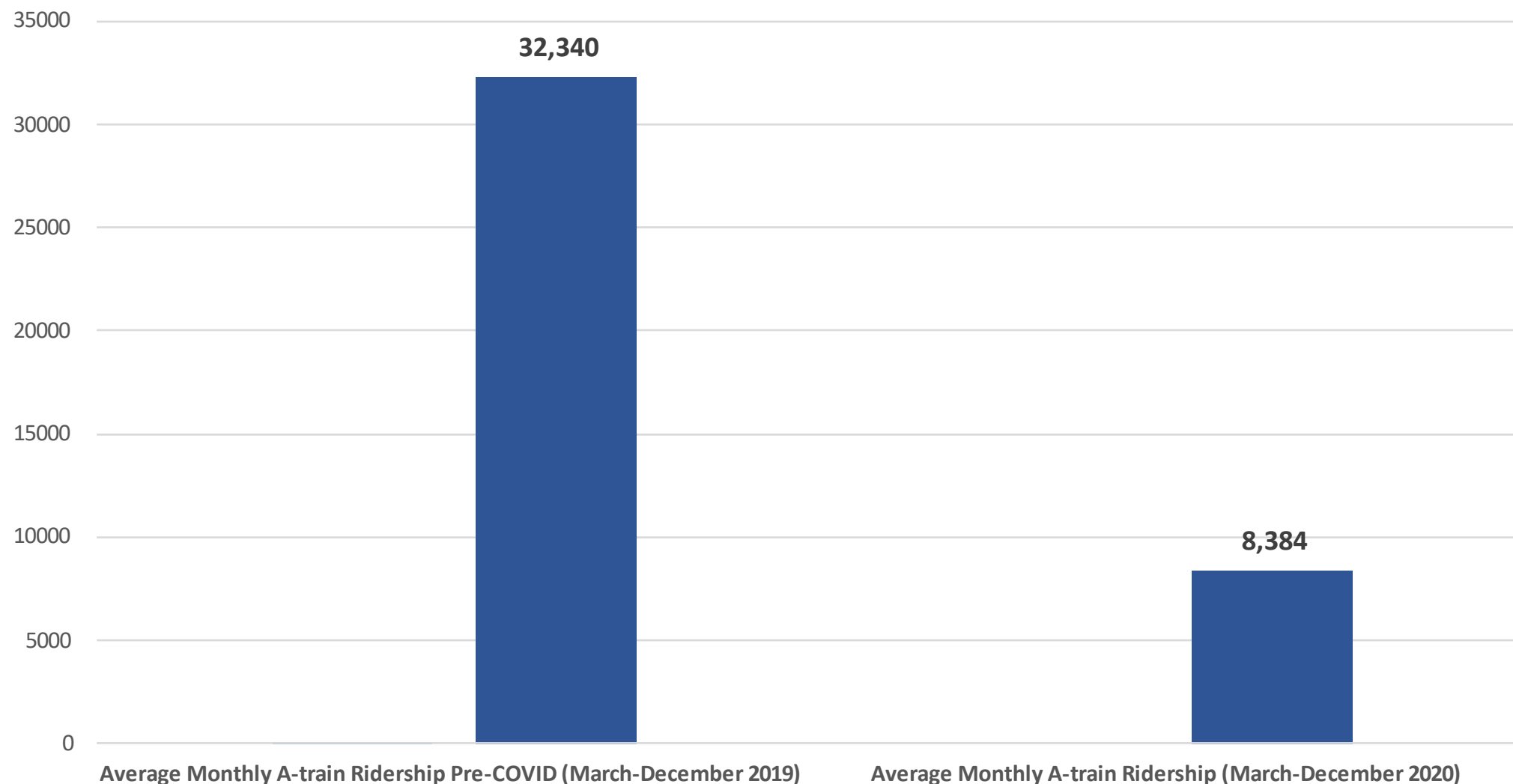
*ADA & Non-ADA Service in Denton, Lewisville & Highland Village

FY19-FY21 Total Monthly Ridership – On-Demand



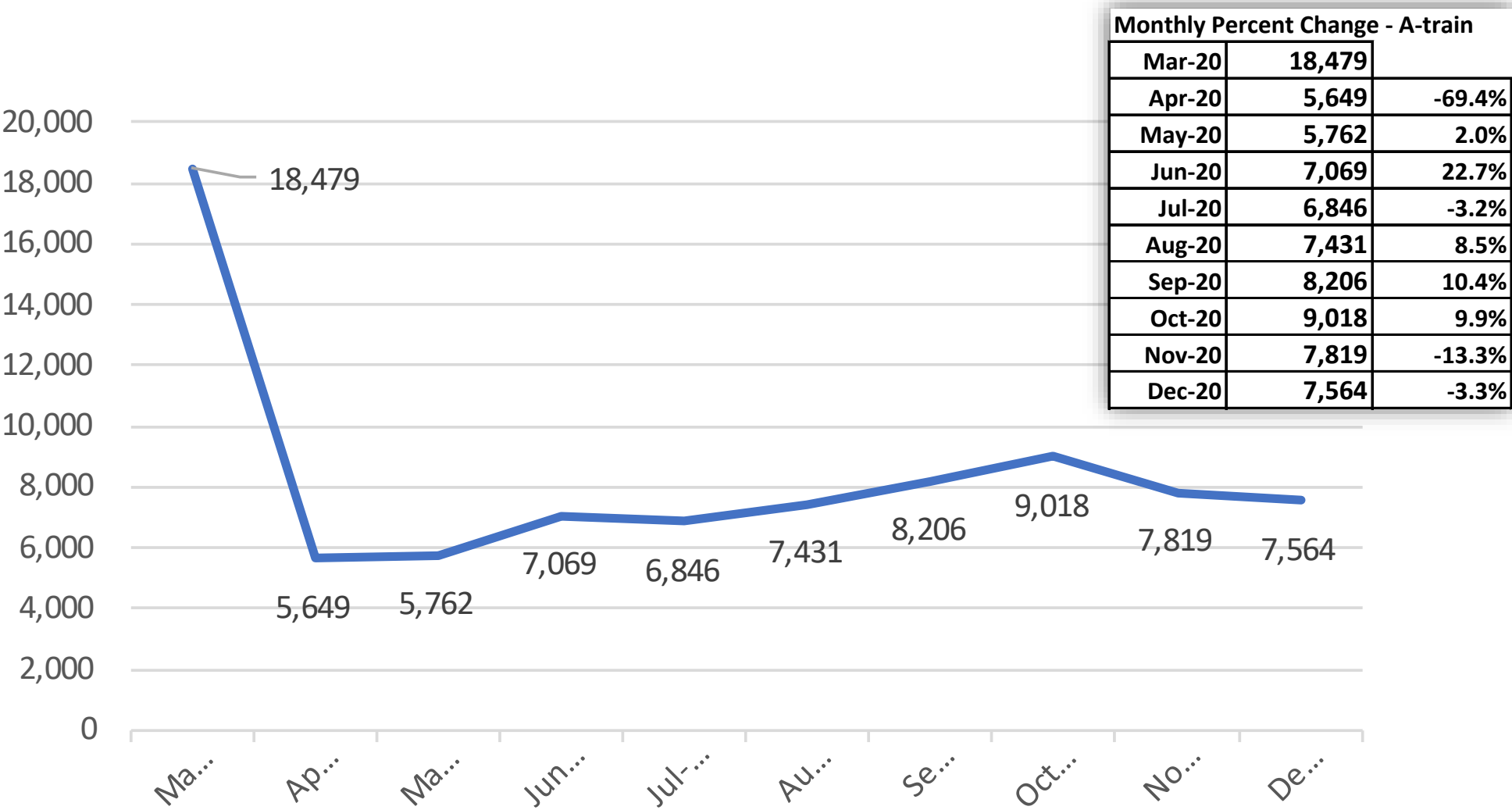
*Frisco, Collin County Transit and Zoned Service In Denton & Highland Village

Pre-COVID Average Monthly A-train Ridership and Current Average





Monthly A-train Ridership Trend: March - December 2020



Board of Directors Memo

January 28, 2021

SUBJECT: FY21 TRiP Annual Call for Projects

Background

TRiP will enable partnerships between the Agency and its member cities on mutually beneficial investments in transit-supportive projects by enabling DCTA the ability to distribute funds to member cities for eligible projects consistent with DCTA's enabling legislation. In accordance with the TRiP policy adopted November 2020, the FY21 *Annual Call for Projects* is now open and will be active for 90 days as specified in the adopted TRiP policy.

Previous Board Activity & Action

November 12, 2020	Board adopted Res. R20-22 – Transportation Reinvestment Program Policy
October 22, 2020	Board discussion
September 24, 2020	Review policy refinements
August 27, 2020	Board discussion
July 23, 2020	Board discussion

Identified Need

In accordance with the TRiP policy adopted November 2020, this is the formal announcement to inform member cities that the FY21 TRiP Call for Projects is now open.

Financial Impact

The table below summarizes FY21 member city TRiP program allocations upon a corresponding approved budget amendment at the January Board Meeting.

	General Program Tasks	CITY OF DENTON	CITY OF HIGHLAND VILLAGE	CITY OF LEWISVILLE	Total
Funding Available to Cities		\$ 2,517,997	\$ 279,073	\$ 2,821,374	\$ 5,618,444
Program/Project Administration	\$ 100,000	\$ 87,710	\$ 9,721	\$ 98,277	\$ 295,708
Member City Allocation	\$ 100,000	\$ 2,605,707	\$ 288,794	\$ 2,919,651	\$ 5,914,152

Exhibits

- Exhibit 1: Approved Resolution 20-R22
- Exhibit 2: Application Workbook
- Exhibit 3: FY21 TRiP Annual Call for Projects
- Exhibit 4: Proposed FY21 Member City Funding Allocations

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

Submitted By: _____
Tim Palermo, Planning & Data Analytics Manager

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

Final Review: _____
Marisa Perry, CFO, VP of Finance

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

Approval: _____
Kristina Holcomb, Deputy CEO

**DENTON COUNTY TRANSPORTATION AUTHORITY
RESOLUTION NO. R20-22**

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE DENTON COUNTY TRANSPORTATION AUTHORITY (DCTA) APPROVING THE DENTON COUNTY TRANSPORTATION AUTHORITY TRANSPORTATION REINVESTMENT PROGRAM (TRiP) POLICY; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the DCTA Transportation Reinvestment Program (TRiP) Policy’s objective is to provide financial assistance to DCTA member cities for transit-supportive projects consistent with and beneficial to DCTA’s Long-Range Service Plan Goals; and

WHEREAS, DCTA Board of Directors has been presented with the DCTA TRiP Policy attached hereto as Exhibit “A” and incorporated herein by reference; and

WHEREAS, upon full review and consideration of the DCTA TRiP Policy, and all matters related thereto, the Board of Directors of the Denton County Transportation Authority is of the opinion and finds that the DCTA TRiP Policy should be approved;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE DENTON COUNTY TRANSPORTATION AUTHORITY, THAT:

SECTION 1. The DCTA TRiP Policy, attached hereto as Exhibit “A”, be and the same is hereby approved.

SECTION 2. This Resolution shall become effective immediately upon its passage and approval.

DULY PASSED AND APPROVED BY THE BOARD OF DIRECTORS OF THE DENTON COUNTY TRANSPORTATION AUTHORITY THE 12TH DAY OF NOVEMBER 2020.

APPROVED:

Chris Watts, Chair

ATTEST:

Sam Burke, Secretary

APPROVED AS TO FORM:

Joseph J. Gorfida, Jr., General Counsel
(11-04-2020:TM 118943))

EXHIBIT “A”
DCTA TRiP Policy

DENTON COUNTY TRANSPORTATION AUTHORITY TRANSPORTATION REINVESTMENT PROGRAM (TRiP)

I. POLICY STATEMENT

The Denton County Transportation Authority (DCTA) Transportation Reinvestment Program (TRiP) policy objective is to provide financial assistance to DCTA member cities for transit-supportive projects consistent with and beneficial to DCTA's Long-Range Service Plan goals. TRiP funding will be apportioned to DCTA member cities in proportion to each city's net half-cent sales and use tax collection for the previous fiscal year, as published by the Texas Comptroller's Allocation Payment Detail. Total program funding levels and allocation formula are detailed in Section III. DCTA will distribute funds to member cities for eligible projects consistent with DCTA's enabling legislation, Chapters 431 and 460 of the Texas Transportation Code, and project selection criteria specified in Section V.

II. SCOPE

TRiP is a five-year policy, with its first funding cycle beginning in 2021. Each year, DCTA will establish TRiP funding levels following an audit of the previous fiscal year's net available balance and in accordance with the TRiP policy. DCTA will issue a call for projects in January of each calendar year. Continuation of the policy beyond the initial five years would require DCTA Board reapproval. In the event the Board does not re-approve subsequent years, the policy will expire after the five-years and any unobligated funds shall revert to DCTA cash reserves.

Funds will be available to DCTA member cities, including Denton, Highland Village and Lewisville. A municipality which becomes a participating member of DCTA, under the provisions of Section 460.302 Texas Transportation Code, will become an eligible recipient of DCTA TRiP funding in the next fiscal year following collection of a transit sales and use tax.

III. FUNDING

The annual TRiP budget will be equal to 15 percent of DCTA's net available fund balance from the previous fiscal year. In addition, DCTA will authorize a one-time program startup amount of \$2,000,000 to be transferred from the Capital/Infrastructure Reserve to a dedicated TRiP project line within the FY2021 budget. Annual program contributions may be amended as necessary through Board amendment of the TRiP policy.

Funding for each member city will be allocated based on the following formula:

$$= 95\% \times \text{Annual Program Budget} \left(\frac{\text{Individual member city sales tax collection, prior FY}}{\text{Total all member cities sales tax collection, prior FY}} \right)$$

Actual cost up to and not to exceed five percent of the annual program budget shall be set aside for DCTA program administration, including project selection, monitoring and financial reporting, and 95 percent split among member cities proportional to sales and use tax receipts, as estimated by DCTA financial staff, for the previous fiscal year. Prior to award of the TRiP projects, DCTA staff will present anticipated TRiP administrative costs for Board approval. Unspent administrative budget shall be returned to TRiP reserve balances.

Multiple municipalities may pool their allocated amounts to allow more flexibility in financing larger, mutually beneficial projects. Member cities could accrue allocated funds each fiscal year in order to fund a larger project. Funds remain with DCTA, designated to each member city,

DENTON COUNTY TRANSPORTATION AUTHORITY TRANSPORTATION REINVESTMENT PROGRAM (TRiP)

until dispersed to an approved project. Funds will remain with DCTA until reimbursements have been made to the member city for an approved project. Unobligated funds designated to each member city may rollover for up to three years.

IV. ELIGIBLE PROJECTS

To be eligible for TRiP funding, a project must be consistent with DCTA's enabling legislation, Chapters 431 and 460 of the Texas Transportation Code, and project selection criteria specified in Section V. Projects funded through inter-local agreement must be authorized under and consistent with the provisions of Texas Local Government Code 791: Interlocal Cooperation Contracts.

A key provision of Chapter 460 regarding DCTA expenditures is that they be consistent with and beneficial to the locally adopted Long-Range Service Plan goals. Projects eligible for TRiP funding should demonstrate support of these formally adopted goals. Eligible projects are shown in **Attachment A**.

In addition to serving Long-Range Service Plan goals, projects eligible for TRiP funding should be clearly defined and financially sound. Well defined capital/expansion projects will facilitate a reliable design-build cost estimate. Cost estimates for maintenance of assets should be based on recent similar maintenance projects or bids/solicitations where available. Planning and preliminary design costs may also be eligible for projects that support DCTA's long range goals.

Eligible project types may be amended as necessary through a DCTA Board amendment of the TRiP policy. Adoption of an updated DCTA Long-Range Service Plan update may trigger Board action if amendments to TRiP project criteria are needed to ensure consistency with updated Long-Range Service Plan goals.

V. PROJECT SELECTION

Eligible member cities must submit a written application for funding. The application shall include, at minimum: a project description, project limits and boundaries, proposed or engineering based capital cost estimates, requested funding amount, identification of additional funding sources (if applicable), proposed schedule for the project, and a description of how the project would support DCTA Long-Range Service Plan goals. A sample project application is provided in *Attachment A*.

Applications will be submitted within 90 days of the DCTA Call for Projects. However, member cities may submit their applications sooner. DCTA staff will have 30 days to review the application to determine minimum project eligibility or request more information. Subsequent to completing the review, if no additional information was requested, the application will be placed on the agenda for the next regularly scheduled DCTA Board of Directors meeting for consideration. Following the review of each application, the DCTA Board will lead the approval and award process.

In subsequent years, should a member city have a project that timing would necessitate an application prior to the call for projects, a city may submit an application for pre-award

DENTON COUNTY TRANSPORTATION AUTHORITY TRANSPORTATION REINVESTMENT PROGRAM (TRiP)

authority. Any cost difference between the member city's allocated funding for that year and the project cost, would be borne by the member city.

DCTA staff will have 45 days to review the pre-award authority application to determine minimum project eligibility or request more information. Subsequent to completing the review, if no additional information was requested, the application will be placed on the agenda for the next regularly scheduled DCTA Board of Directors meeting for consideration. Following the review of each application, the DCTA Board will lead the approval and award process.

At a minimum, projects must meet the following criteria to be eligible for DCTA funding:

- Project limits located primarily within the DCTA service area, the geographic boundaries of DCTA member cities, or within a quarter mile of any A-train Station or DCTA fixed bus route.
 - Projects that extend beyond this area should identify extra-territorial costs and alternate funding sources for the portion of costs not eligible for TRiP funding
- Clear and defensible nexus to DCTA Long-Range Service Plan goals
- Financially Sound
 - Requested capital funding does not exceed the member city's TRiP allocation, or
 - Funding sources have been identified for project costs exceeding the requested amount

In the event a member city submits multiple projects for consideration whose total costs exceed the member city's balance of available funds, additional project criteria may be considered to narrow the selection. These additional criteria may include percent cost sharing, ability to leverage additional federal funding, project timeframe, and demonstrated ability to meet multiple Long-Range Service Plan goals. Projects meeting minimum selection criteria may be deferred to a future year in the event of funding limitations.

VI. DISBURSEMENT

Based on the requested funding amount and as part of the Board approval packet, DCTA staff will recommend a schedule for TRiP funding disbursement which may be lump sum, quarterly, or annually.

Once approved by the DCTA Board, the approved funding becomes programmed to the project. That programmed amount is deducted from the available apportionment as an obligation. Funds will be allocated in accordance with the approved schedule, including lump-sum, quarterly or annually. In no case, will disbursements be made until the project eligibility requirements have been met and formal approval by the DCTA Board has been made. DCTA disbursement of payment to member cities for eligible project expenses will occur after an expense has been incurred as a reimbursement.

For capital assistance projects, member cities shall provide DCTA with a project status report and current financial records for each approved project. The status report shall be submitted on an annual basis (consistent with recommended disbursement schedule), and will include:

- Project identifier
- Approved project budget
- TRiP funds programmed for the project

DENTON COUNTY TRANSPORTATION AUTHORITY TRANSPORTATION REINVESTMENT PROGRAM (TRiP)

- Expenses incurred
- Percentage completion

At project completion, in the event that final project accounting or audit reveals that TRiP funding was not expended in a manner consistent with program requirements, or that the final project cost was less than the approved TRiP funding, those unspent funds shall be returned to DCTA and remain available in the apportionment for reprogramming to the eligible city. Unspent dollars shall be available to the eligible city up to three years for reprogramming and will be in addition to, any future allotments.

DCTA does not assume or incur any liability, obligation or financial responsibility for a contract between an eligible city and a contractor, employee or agent for an approved project or any liability for a result, occurrence, injury or damages resulting from or caused, directly or indirectly, by an approved project.

VII. PERFORMANCE EVALUATION AND REPORTING

Eligible cities shall maintain accurate books and records of all approved projects. Cities will maintain separate records for each approved project including project budgets, budget amendments, revised budget balances, expenditures to date, change orders, cost to complete, and TRiP funding received to date. DCTA maintains the right to audit a city's books to ensure that TRiP funding is applied in accordance with the program criteria. Cities also maintain the right to audit DCTA's books to ensure that the funding allocations and disbursements are in accordance with these guidelines and other applicable laws.

In addition to financial records, member cities will provide to DCTA an annual status report for each funded project detailing the activities completed to date, schedule updates, and any foreseeable issues or challenges. Additional performance monitoring criteria may be established for larger disbursements or on-going programs funded through TRiP.

DCTA may reconfirm performance goals (established in coordination with the member cities) intended to demonstrate the project's ability to support Long-Range Service Plan goals. DCTA will report quarterly to the Board on the status of the TRiP fund, including amounts apportioned, amounts programmed, amounts disbursed to member cities, and the amount remaining for each city. Quarterly staff reports will also include a summary of significant milestones and performance goals.

VIII. ETHICS AND CONFLICTS OF INTEREST

Officers and employees involved in the project selection process shall refrain from personal business activity that could conflict with the proper execution and management of the TRiP or that could impair the ability to make impartial decisions. Employees and Board members shall disclose any material interests potentially affected by any of the projects submitted.

Procedures when identifying a potential conflict of interest will comply with Chapter 171 of Texas Local Government Code regarding conflicts of interest. If an officer or employee involved in the project selection process has a substantial interest in a business entity or in real property,

**DENTON COUNTY TRANSPORTATION AUTHORITY
TRANSPORTATION REINVESTMENT PROGRAM (TRiP)**

that person must file an affidavit stating the nature and extent of the interest and abstain from further participation.¹

IX. SUBJECT TO AUDIT

DCTA shall establish a system of written internal controls which will be reviewed annually with the independent auditor of DCTA. The controls shall be designed to prevent loss of public funds due to error, misrepresentation, or oversight. A formal annual review of these internal controls as well as disbursements and receipts associated with the Transportation Reinvestment Program will be performed by an independent auditor. Results of the audit shall be reported to the Board.

¹ Legal exceptions and situations not requiring abstention should be reviewed and documented with DCTA counsel.

**DENTON COUNTY TRANSPORTATION AUTHORITY
TRANSPORTATION REINVESTMENT PROGRAM (TRiP)**

ATTACHMENT A – SAMPLE PROJECT APPLICATION

PROJECT NAME:

PROJECT SPONSOR:

☐ Denton

☐ Lewisville

☐ Highland
Village

PROJECT DESCRIPTION:

**GEOGRAPHIC
LIMITS/BOUNDARIES:**

REQUEST FOR CAPITAL

LEVEL OF DESIGN:

PROJECT COST:

FUNDING REQUEST:

**ESTIMATED PROJECT
COMPLETION DATE:**

ADDITIONAL INFORMATION:

**DENTON COUNTY TRANSPORTATION AUTHORITY
TRANSPORTATION REINVESTMENT PROGRAM (TRiP)**

**IN THE SECTION BELOW, PLEASE INDICATE HOW THE PROPOSED PROJECT
SUPPORTS DCTA LONG-RANGE SERVICE PLAN GOALS**

☐ Increase service efficiency and reliability

☐ Increase service effectiveness for DCTA customer

☐ Increase the visibility and elevate the image of DCTA

☐ Expand DCTA services into areas where transit has a strong likelihood of success

☐ Coordinate with regional transportation providers

☐ Pair transit facilities to existing and planned transit-supportive development

☐ Advocate sustainable development practices that support transit

☐ Strive for financial excellence by maintaining fiscally sound and sustainable financial plans and budgets that reflect community priorities and values

**DENTON COUNTY TRANSPORTATION AUTHORITY
TRANSPORTATION REINVESTMENT PROGRAM (TRiP)**

THIS SECTION TO BE COMPLETED BY DCTA STAFF

Transportation Reinvestment Program Project Identifier: _____

☐ Meets minimum project eligibility requirements

☐ Multiple project selection

Rank: _____

Initial Member City Transportation Reinvestment Program Balance: _____

Recommended Project FY _____ Programmed Amount: _____

Remaining Member City Balance: _____

Recommended Disbursement Schedule:

☐ Lump Sum

☐ Quarterly

☐ Monthly

☐ As defined through Inter-local Agreement

PLEASE ATTACH PROJECT COST BACKUP. ACCEPTABLE COST BACKUP FOR CAPITAL PROJECTS INCLUDES PROJECT DRAWINGS, DESIGN SHEETS, COST WORKBOOK, OR BID SHEET. FOR SERVICE REQUESTS, PLEASE INCLUDE A SUMMARY OF DISCUSSIONS WITH DCTA SERVICE PLANNING STAFF OR AN ESTIMATE FROM AN ALTERNATE TRANSPORTATION SERVICE PROVIDER.

**DENTON COUNTY TRANSPORTATION AUTHORITY
TRANSPORTATION REINVESTMENT PROGRAM (TRiP)**

ATTACHMENT A

Improvement Type	Restrictions
Transit Stop Amenities	Along existing or planned DCTA fixed routes
Sidewalks	Within one mile and/or along existing or planned DCTA fixed routes/demand response zones
Crosswalks/Median Island	Within one mile and/or of planned DCTA fixed routes/demand response zones
Bike/Ped Trail Connections	Provides connection to existing or planned transit network
Bus Bulb Out/Turning Pocket	N/A
Transit Lane	N/A
Bike Lane (on-street)	N/A
Other Lane reconfiguration	Must serve a transit-related purpose
Traffic Calming	N/A
Landscaping/streetscaping	Along existing or planned route DCTA fixed routes/on-demand response zones
Street lighting/ Other public safety improvements	Along existing or planned DCTA fixed routes/on-demand response zones
Transit Signal Priority (TSP)	Along existing or planned DCTA fixed routes/on-demand response zones
Signal Timing	Along existing or planned DCTA fixed routes/on-demand response zones
Other Intersection improvements	Along existing or planned DCTA fixed routes/on-demand response zones
Street Improvements	Along existing or planned DCTA fixed routes/ on-demand response zones
Shared Parking, Kiss & Ride/Drop-off Zones	Within 500 feet of DCTA stations or facilities
Transit Oriented Development	Planning and site development activities
Transit Adjacent Development	Planning and site development activities
Wayfinding/Placemaking signage	N/A

Note: all improvements should be consistent with approved local and regional plans, including DCTA's Long Range Service Plan



CALL FOR PROJECTS

Denton County Transportation Authority (DCTA) Transportation Reinvestment Program (TRiP) FY 2021 Funding Availability

DCTA is pleased to announce a *Call For Projects* for the Transportation Reinvestment Program's FY 2021 funding availability. This program provides financial assistance to DCTA member cities for transit-supportive projects consistent with and beneficial to DCTA's Long-Range Service Plan ([link](#)) goals. The program aligns the DCTA mission of "improving mobility, air quality, economic development and livability" for the DCTA service area and Denton County at large.

Eligible member cities must submit a written application within 90 days of this Call for Projects in order to be considered for funding. The application shall include, at minimum: a project description, project limits and boundaries, proposed or engineering based capital cost estimates, requested funding amount, identification of additional funding sources (if applicable), proposed schedule for the project, and a description of how the project would support DCTA Long-Range Service Plan goals.

DCTA staff will have 30 days review proposed project applications to determine minimum project eligibility or request more information. Subsequent to completing the review, if no additional information was requested, the application will be placed on the agenda for the next regularly scheduled DCTA Board of Directors meeting for consideration. Following the review of each application, the DCTA Board will lead the approval and award process including any necessary interlocal agreements and payment schedules.

How to Apply

Step 1: Review the TRiP policy document [here](#)

Step 2: Review FY 2021 member city TRiP funding allocations [here](#)

Step 3: Review the [application workbook](#) to determine what information you should gather in order to apply.

Project Selection Process Timeline (2021)

January 28	Call for Projects
May 1	Applications Due
June 15	DCTA Finalize Project Eligibility
June	Board Meeting for Consideration
July	Award

At a minimum, projects must meet the following criteria to be eligible for DCTA funding:

- *Project limits located primarily within the DCTA service area, the geographic boundaries of DCTA member cities, or within a quarter mile of any A-train Station or DCTA fixed bus route.*
 - *Projects that extend beyond this area should identify extra-territorial costs and alternate funding sources for the portion of costs not eligible for TRiP funding*
- *Clear and defensible nexus to DCTA Long-Range Service Plan goals*
- *Financially Feasible*
 - *Requested capital funding does not exceed the member city's TRiP allocation, or*
 - *Funding sources have been identified for project costs exceeding the requested amount*

DRAFT

DENTON COUNTY TRANSPORTATION AUTHORITY

FY21 TRiP Funding Allocation

Original Adopted FY21 Budget (Adopted 9/24/2020)

FY21 Adopted TRiP Funding	DCTA Program/ Project Administration	Funding Available to Cities				
\$ 5,914,152	\$ 295,708	\$ 5,618,444				
Sales Generated in Month of:	Received in Month of:	CITY OF DENTON		CITY OF HIGHLAND VILLAGE	CITY OF LEWISVILLE	
		2019-2020 Year Actual Sales Tax	2019-2020 Year Actual Sales Tax	2019-2020 Year Actual Sales Tax	2019-2020 Year Actual Sales Tax	
October	December	\$ 2,887,178	\$ 357,488	\$ 3,282,870		
November	January	\$ 2,911,334	\$ 356,224	\$ 2,904,782		
December	February	\$ 4,230,616	\$ 521,121	\$ 4,407,090		
January	March	\$ 2,902,937	\$ 338,734	\$ 3,148,942		
February	April	\$ 2,571,667	\$ 262,811	\$ 2,987,194		
March	May	\$ 3,061,108	\$ 322,245	\$ 3,733,423		
April	June	\$ 2,521,781	\$ 267,280	\$ 3,294,690		
May	July	\$ 2,878,630	\$ 311,278	\$ 3,399,328		
June	August	\$ 3,555,689	\$ 394,759	\$ 4,039,429		
July	September	\$ 2,999,523	\$ 303,996	\$ 3,032,247		
August	October	\$ 3,167,204	\$ 304,285	\$ 3,509,227		
September	November	\$ 3,710,560	\$ 404,670	\$ 4,164,883		
YTD TOTAL		\$ 37,398,228	\$ 4,144,890	\$ 41,904,104	\$ 83,447,221	
% of Sales Tax by Member City		44.817%	4.967%	50.216%	100.000%	

Sales Tax Data from Texas Comptroller of Public Accounts, compiled by DCTA Finance Department

Informational Report #1, Exhibit #1, Showing Total FY20 Revenues, Presented to DCTA Board of Directors 11/12/2020

FY21 Adopted TRiP Funding Revised to Include Member City Allocations (A)

	General Program Tasks	CITY OF DENTON	CITY OF HIGHLAND VILLAGE	CITY OF LEWISVILLE	Total
Funding Available to Cities		\$ 2,517,997	\$ 279,073	\$ 2,821,374	\$ 5,618,444
Program/Project Administration	\$ 100,000	\$ 87,710	\$ 9,721	\$ 98,277	\$ 295,708
Member City Allocation	\$ 100,000	\$ 2,605,707	\$ 288,794	\$ 2,919,651	\$ 5,914,152

- (A) Actual cost up to and not to exceed five percent of the annual program budget shall be set aside for DCTA program and project administration, including project selection, monitoring and financial reporting, and 95 percent split among member cities proportional to sales and use tax receipts, as estimated by DCTA financial staff, for the previous fiscal year.

DCTA Board Agenda Outlook

UPDATED: 1/21/2021 11:48 AM

FEBRUARY 25, 2021	MARCH 25, 2021	April 2021
<p><u>CONSENT</u></p> <ul style="list-style-type: none"> Approval of Minutes Monthly Financial Statements: (Monthly Financials, Capital Projects Budget Report) <p><u>INFORMATIONAL REPORTS</u></p> <ul style="list-style-type: none"> Monthly Financial Reports: (Sales Tax, MaaS Update, Budget Transfers) Ridership Trend Report <p><u>REGULAR AGENDA</u></p> <p><u>Discussion Topics</u></p> <ul style="list-style-type: none"> Trinity Metro Update (potential Guest Presenter) 87th Texas Legislative Updates Discuss DCTA Priority Actions Joint DCTA/DART Rail O&M Facility <p><u>Action</u></p> <ul style="list-style-type: none"> Presentation of Audit Report for Fiscal Year End 09/30/2020 by Weaver & Tidwell, LLP and Consider Approval of the FY2020 Financial Statements and Supplementary Information Consider Approval of RFP for Audit Services for FY2021-2023 North Texas Xpress Service <p><u>Information</u></p> <ul style="list-style-type: none"> Local & Regional Transportation Updates and Legislative Issues 	<p><u>CONSENT</u></p> <ul style="list-style-type: none"> Approval of Minutes Monthly Financial Statements: (Monthly Financials, Capital Projects Budget Report) <p><u>INFORMATIONAL REPORTS</u></p> <ul style="list-style-type: none"> Monthly Financial Reports: (Sales Tax, MaaS Update, Budget Transfers) Ridership Trend Report <p><u>REGULAR AGENDA</u></p> <p><u>Discussion Topics</u></p> <ul style="list-style-type: none"> Trinity Metro Update (potential Guest Presenter) 87th Texas Legislative Updates DCTA Priority Action Update Joint DCTA/DART Rail O&M Facility Trinity Metro Negotiation Update Strategic Planning Guidance Report Workshop <p><u>Action</u></p> <p><u>Information</u></p> <ul style="list-style-type: none"> Local & Regional Transportation Updates and Legislative Issues 	<p><u>CONSENT</u></p> <ul style="list-style-type: none"> Approval of Minutes Monthly Financial Statements: (Monthly Financials, Capital Projects Budget Report) Quarterly Investment Report Quarterly Grants Report <p><u>INFORMATIONAL REPORTS</u></p> <ul style="list-style-type: none"> Monthly Financial Reports: (Sales Tax, MaaS Update, Budget Transfers) Ridership Trend Report <p><u>REGULAR AGENDA</u></p> <p><u>Discussion Topics</u></p> <ul style="list-style-type: none"> Trinity Metro Update (potential Guest Presenter) 87th Texas Legislative Updates DCTA Priority Action Update DART Negotiations Update Trinity Metro Negotiation Update Agency Quarterly Updates <p><u>Action</u></p> <ul style="list-style-type: none"> Adoption of Public Involvement Plan <p><u>Information</u></p> <ul style="list-style-type: none"> Local & Regional Transportation Updates and Legislative Issues
MAY 2021	JUNE 2021	JULY 2021
<p><u>CONSENT</u></p> <ul style="list-style-type: none"> Approval of Minutes Monthly Financial Statements: (Monthly Financials, Capital Projects Budget Report) <p><u>INFORMATIONAL REPORTS</u></p> <ul style="list-style-type: none"> Monthly Financial Reports: (Sales Tax, MaaS Update, Budget Transfers) Ridership Trend Report <p><u>REGULAR AGENDA</u></p> <p><u>Discussion Topics</u></p> <ul style="list-style-type: none"> Trinity Metro Update 87th Texas Legislative Updates DCTA Priority Action Update DART Negotiations Update Trinity Metro Negotiation Update <p><u>Action</u></p> <p><u>Information</u></p> <ul style="list-style-type: none"> Local & Regional Transportation Updates and Legislative Issues 	<p><u>CONSENT</u></p> <ul style="list-style-type: none"> Approval of Minutes Monthly Financial Statements: (Monthly Financials, Capital Projects Budget Report) <p><u>INFORMATIONAL REPORTS</u></p> <ul style="list-style-type: none"> Monthly Financial Reports: (Sales Tax, MaaS Update, Budget Transfers) Ridership Trend Report <p><u>REGULAR AGENDA</u></p> <p><u>Discussion Topics</u></p> <ul style="list-style-type: none"> Trinity Metro Update 87th Texas Legislative Updates DCTA Priority Action Update DART Negotiations Update Trinity Metro Negotiation Update <p><u>Action</u></p> <ul style="list-style-type: none"> DBE goal for FY22, FY23, and FY24 TRIP Annual Call For Projects <p><u>Information</u></p> <ul style="list-style-type: none"> Local & Regional Transportation Updates and Legislative Issues 	<p><u>CONSENT</u></p> <ul style="list-style-type: none"> Approval of Minutes Monthly Financial Statements: (Monthly Financials, Capital Projects Budget Report) <p><u>INFORMATIONAL REPORTS</u></p> <ul style="list-style-type: none"> Monthly Financial Reports: (Sales Tax, MaaS Update, Budget Transfers) Ridership Trend Report <p><u>REGULAR AGENDA</u></p> <p><u>Discussion Topics</u></p> <ul style="list-style-type: none"> Trinity Metro Update 87th Texas Legislative Updates DCTA Priority Action Update DART Negotiations Update Trinity Metro Negotiation Update Agency Quarterly Updates <p><u>Action</u></p> <p><u>Information</u></p>

Public Meetings Outlook:

NTMC Board Outlook:

JANUARY 28 @ 9:00	FEBRUARY
<ul style="list-style-type: none"> ▪ Joint Meeting with DCTA (January 28 @ 9:00) ▪ Email GM report and financials; Answer any questions at Joint meeting ▪ Approve Dec minutes in February 	<ul style="list-style-type: none"> ▪ Merit increases ▪ GM Report, Hendrickson Transportation Group ▪ Update on General Manager RFP ▪ Monthly Financial Statements ▪ Monthly DCTA Ridership Report ▪ Monthly Budget Update (if applicable) ▪ December Minutes ▪ January Minutes ▪ NTMC Staff SPOTLIGHTS: Jan & Feb at Feb Mtg)

NTMC Parking Lot:

- NTMC Mission & Vision Statement
- February 2021 meeting: FY21 Budget Amendment (pending approval by DCTA at January meeting)

DISCUSSIONS:

- NTMC Modified Certificate of Formation and Bylaws
- Appointment of new NTMC Board member to replace the CEO
- New Member Policy, Board Governance
- Arboc Vehicle Purchase (FY '21)
- Non-Revenue Vehicle Purchase
- Consider Approval of Access Fare Policy (*include January 2021 public involvement report*)
- Consider Approval of DCTA Access Policies and Procedures

2021 BOARD MEETING CALENDAR

JANUARY							FEBRUARY							MARCH							APRIL							MAY													
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S							
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NOVEMBER							DECEMBER							<div>[B] BOARD MEETING</div> <div>Board Meetings are on the 4th Thursday of the month, excluding Nov. & Dec.</div> <div>Start Time: 10:00 AM</div> <div>JANUARY 28th FEBRUARY 25TH MARCH 25TH APRIL 22nd MAY 27TH JUNE 24TH JULY 22nd AUGUST 26TH SEPTEMBER 23rd OCTOBER 28th NOVEMBER 11TH DECEMBER 9TH</div> <div>[H] DCTA HOLIDAY</div>																											
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DCTA HOLIDAY