



Board of Directors Strategic Planning Work Session Meeting Minutes

June 10, 2022 | 10:00 a.m.

The Board of Directors of the Denton County Transportation Authority (DCTA) convened the Strategic Planning Work Session with Chair Cesar Molina presiding on June 10, 2022, at 10:00am located at the Denton County Courthouse, 1 Courthouse Drive, Room 2020, Denton, Texas.

Voting Members

Chair Cesar Molina, Denton County
Vice-Chair TJ Gilmore, City of Lewisville
Secretary Dianne Costa, City of Highland Village
Board Member Andy Eads, Denton County
Board Member Alison Maguire, City of Denton

Alternates

Board Member Jody Gonzalez, Denton County
Board Member Kristin Green, City of Lewisville
Board Member Pat Smith, City of Denton
Board Member Paul Stevens, City of Highland Village

Non-Voting Members

Board Member Tom Winterburn, City of Corinth
Board Member Dennie Franklin, City of Frisco
Board Member Connie White, Small Cities
Board Member Mark Miller, City of Flower Mound
Board Member Jeremie Maurina, City of The Colony

Legal Counsel

Joe Gorfida, NJDHS

INTERIM DCTA CEO

Paul Cristina

CALL TO ORDER

Chair Molina called the meeting to order at 10:03am. All voting board members, alternates and non-voting members were present except for Board Members Paul Stevens, Jeremie Maurina and Connie White. The Board recessed and reconvened at the following times: 11:23am-11:35am and 12:30pm-12:52pm.

INVOCATION

Secretary Costa provided the invocation.

INTRODUCTIONS

Chair Molina allowed this time for all Board Members and staff present to introduce themselves. The Minerva Consulting Team consisting of Ashley Elsey (President/CEO), Karl Taylor and Isabella Montague were also introduced.

PUBLIC COMMENT

Kristine Bray

Paul Cristina, Interim CEO, opened the meeting with an overview of the Work Session agenda to include the following discussion items:

- Agency Mission, Vision, and Values
- Agency Strategic Goals and Objectives
- Grant Funding Review – Capital and Operating Sources and Pending Projects
- North Texas Mobility Corporation (NTMC) and Bus Operations Overview

1. Discuss Agency Mission, Vision, and Values

Paul Cristina, Interim CEO, highlighted the following:

- DCTA Staff Goals: Operations, Engagement and Administration, Procurement & Compliance and Finance
- Historic Trend 2011-2021 (All Modes, A-train, Denton County Population, All Modes Actual)
- DCTA Post COVID Ridership Recovery
- Headwinds and Tailwinds (Denton County Income Trends/Populations and Rides Per Capita)

2. Discuss Agency Strategic Goals and Objectives

Ashley Elsey, President/CEO – Minerva Consulting gave the Board an opportunity to brainstorm ideas and discuss “What Could DCTA Be”, Mutually Shared Values, DCTA Audiences, and Areas For Improvement. Discussions contained topics to include:

- Quality of life (relaxing, efficient transportation) for all income brackets
- Diverse ridership
- Expanded transportation due to population growth
- Education of DCTA riders and leadership
- Safe opportunities for riders
- Mirror population growth with alternative transportation usage
- Broadening scope of services/how DCTA serves the public
- Boosting local economy
- Opportunities to work more closely with cities (i.e. zoning)
- Opportunities for onboarding new partners
- Looking beyond respective jurisdictions
- Great Service. Convenient Service. Great Customer Service
- Vanpool – successful/reliable

- Service of traditional UNT students (served well due to communication and awareness)
- Service of commuting UNT students (challenging)
- Social Service Agencies – Clients served
- Access Service
- 65+ Community
- Areas/Audience that could be focused on:
 - Parents of Teenagers/Middle Schoolers (13+)
 - Major Private Employers
 - Dallas Commuters
 - Senior Centers
 - Churches
 - Apartment Associations
 - First-time Riders
 - 16–25-year-old individuals who prefer alternative transportation (non-drivers)
- Messages to avoid:
 - Non-Unity
 - Negativity
 - Avoid anything that makes the system harder to utilize

3. Discuss Grant Funding Review – Capital and Operating Sources and Pending Projects

Whitney Traylor, Grants Manager and Paul Cristina, Interim CEO, provided the Grant Funding Review highlighting the following:

- Fiscal Year 2022 Revenues – Working Budget (DCTA FY2022 Total Revenue - \$68,237,804)
- Urbanized Area Formula Program
- State of Good Repair Program
- Bus and Bus Facilities Program
- Strategy For Fiscal Year 2023
- Discretionary Projects: PTC Enhancements (FRA grant), Intermodal Transportation Center (ITC), Bus Operations and Maintenance Satellite Facility, Transit Oriented Development: KCS Study
- Transit-Oriented Development Context/Background
- Kansas City Southern (KCS) Transit Oriented Development (TOD) Planning Analysis
- Old Town Lewisville Intermodal Transportation Center (ITC)
- Lewisville Bus Operations and Maintenance Satellite Facility
- Positive Train Control Enhancement Project

Board discussion regarding A-train focus, core values, ridership, and Intermodal Transportation Center (ITC) timing/budget.

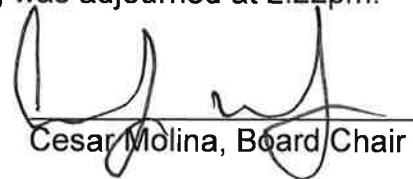
4. North Texas Mobility Corporation (NTMC) and Bus Operations Overview and Discussion

Paul Cristina, Interim CEO, led the conversation highlighting the following:

- North Texas Mobility Corporation Overview (general powers, board of directors, officers, and primary responsibilities)
- Timelines/Milestones (October 2014 – March 2022)
- NTMC/DCTA Interlocal Agreement and NTMC/HTG Transportation Management Services Agreement
- NTMC Organization and Budget Overview
- DCTA Revenue Fleet (32 vehicle fleets comprised of Large and Small Low Floor)
- Standard Operating Procedures (SOP) Development
- Expiration of NTMC Transportation Management Agreement with HTG Considerations:
 - Status Quo: NTMC re-solicit contract for transportation management services
 - ✓ Alternative A: NTMC extend contract with HTG for Transportation Management Services
 - ✓ Alternative B: NTMC solicit new contractor for Transportation Management Services
 - Outsource: DCTA terminate Interlocal Agreement with NTMC and
 - ✓ Alternative A: Outsource bus and O&M to regional partner
 - ✓ Alternative B: Solicit new contractor for Transportation Management Services
 - Insource: DCTA terminate Interlocal Agreement with NTMC and absorb NTMC organization and bus operation into DCTA
- Driver Training and Certification: Onboarding Training Requirements, Recurring Training Requirements and On-The-Road Training Requirements
- Key Performance Indicators – Service Quality and Reliability Benchmarks

Board discussion regarding cost benefits/savings/concerns (outsource/insource), NTMC administrative support positions, HTG contract extension, postponed decisions until new CEO selection, and a possible “turn-key” service.

No further business was discussed, and the meeting was adjourned at 2:22pm.



Cesar Molina, Board Chair



Dianne Costa, Board Secretary