



## **Board of Directors Strategic Planning Work Session Minutes January 30-31, 2025**

The Board of Directors of the Denton County Transportation Authority (DCTA) convened a Strategic Planning Work Session with Chair TJ Gilmore presiding on January 30-31, 2025 beginning with a Team Dinner on January 30, 2025. Agenda discussions began at 9:00am on January 31, 2025, at the Denton County Administrative Courthouse (2020 Room), located at 1 Courthouse Drive, Denton, Texas 76208.

### **Voting Members**

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

### **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 Dennie Franklin, City of Frisco  
Board Member Jeremie Maurina, City of The Colony  
Board Member Stephen Christo, City of The Colony (alternate)  
Board Member Jared Eutsler, City of Corinth

### **Legal Counsel**

Joe Gorfida, Nichols Jackson

### **DCTA CEO**

Paul A. Cristina

### **CALL TO ORDER**

The meeting was called to order at 9:02am. All Board Members were present with the exception of Board Member Maguire. Vice Chair Molina arrived at 9:28am and Secretary Eads arrived at 9:44am.

The Board recessed at 10:33am and reconvened at 10:49am. Secretary Eads returned at 10:57am. The Board recessed for lunch at 11:56am and reconvened at 12:29pm.

### **INVOCATION /INTRODUCTIONS**

Board Member Jaworski provided the invocation, and CEO Cristina welcomed the Board Members and Member City representatives.





### January 30, 2025

The Board participated in a Team Dinner on January 30, 2025 at Guiseppe's Italian Restaurant located at 821 North Locust Street, Suite 6921, Denton, Texas from 5:30pm until 7:00pm. No official business was discussed.

### January 31, 2025

CEO Paul Cristina opened the discussion with the Strategic Work Session Achievement Roadmap outlining the topics of discussion.

1. Discuss Policy on New Member City Admission and Contracted Services  
CEO Paul Cristina presented, highlighting the following:

Objective: Review the current draft of the policy and align language to enable policy adoption by the Board of Directors at a future meeting.

- The DCTA New Member Policy requires an update to align with revised status and bylaws.
- Timelines and Milestones
- Frisco GoZone Concept (October 2024)
- Potential DCTA Board Policy Considerations (Contracted Services and Path to Membership) – October 2024
- Initial Cost Model: Cost of Services vs Frisco 1/8 cent and 3/16 cent equivalents (October 2024)
- Frisco Path to Membership Considerations (October 2024)
- Frisco Model with 10-year Contracted Service Alternative
- Policy Sections Discussions:
  - Background
  - Board of Director Considerations for the Addition of New Member Cities
  - Application for Membership
  - Capital Payment Fees for New Members
  - Contracted Transportation Services for Non-Member Cities and Other Entities
  - Corinth A-train Station Financial Alternatives
  - City of Allen Paratransit and GoZone
  - The Colony Paratransit and GoZone
  - Flower Mound Paratransit and GoZone
  - Path Forward
    - ✓ Modify draft of "New Member City Admission and Contracted Services" Policy based on Board Comments
    - ✓ Bring policy for future discussion/approval at upcoming Board Meeting
    - ✓ Concurrent dialogue with following entities to advance potential near-term scenarios – Cities of Frisco, Allen, Fairview and North Central Texas Council of Governments

Board discussion regarding conversations/feedback from the City of Frisco (system connection, World Cup), capital payment fees for new members, additional costs for connection, negotiating extensions, incentives, electronic infrastructure, and Corinth A-train station financial alternatives.



The Board also commented on their appreciation of the discussion and the level of flexibility the structure presents based upon the needs and wants of entities which can be tailored all while encompassing the agency moving forward.

It was the consensus of the Board to move forward with the path as presented and if there are any other concerns or questions to follow-up with CEO Cristina.

2. Discuss Update on the Long-Range Service Plan

Objectives: Identify DCTA's strategic goals and avenues for completion; connect Long Range Service Plan items of work to specific tasks and gain feedback; and identify overall approach for accomplishing Long Range Service Plan and gain feedback

VP of Planning and Development Austin Frith led the discussion highlighting the following:

- Long Range Service Planning Context
- Long Range Service Plan and Strategic Objectives
  - Strategic Goal #1: Develop and deliver transportation offerings that meet expectations of Denton County Stakeholders
  - Strategic Goal #2: Provide exceptional customer service through the full cycle of transportation engagement to transaction
  - Strategic Goal #3: Provide cost-effective services, support economic growth and enhance quality of life in Denton County and across the region

Long Range Service Plan Phase 1 Scope Outline

1. Create an integrated transportation system that moves as many people as cost-effectively as possible by identifying and applying ideal mobility technologies and modes to maximize cost-effectiveness
  - Optimize existing Denton Bus Route Network
  - Identify potential zones for GoZone service expansion in the City of Denton
  - Conduct in-depth data analysis on GoZone ridership in the City of Lewisville
  - Conduct opportunity and risk assessment for an autonomous shuttle service that connects Old Town Lewisville A-train station to the central core of Old Town Lewisville
  - Provide cost and tradeoff analysis to accompany recommendations regarding service re-allocation or evolution
2. Maximize the value of the A-train by meeting the needs of DCTA member cities and the DFW region
  - Integrate infrastructure program from the A-train Enhancement Program into the Long Range Service Plan
  - Create alternatives and identify opportunities to maximize connectivity to the A-train to enhance ridership through local and schedule integration
  - Correlate I-35E traffic and traffic congestion data on the corridor between Denton and Carrollton with DCTA A-train ridership data to compare investment scenarios: additional lane miles or A-train capacity



3. Eliminate friction between DCTA services and our customers in customer service, trip planning, fare payment and operations schedules across modes and across the region
  - Integrate equipment program from the Customer Experience Enhancement initiative into the Long-Range Service Plan
  - Create a DCTA Fare Policy
4. Create a unified year-round fixed route bus network that meets needs and expectations of DCTA stakeholders
  - Integrate transit infrastructure into the fabric of the served community
  - Ensure educational partners' financial contributions reflect the value of services provided and their relationship with DCTA
  - Create bus stop infrastructure standards
  - Identify opportunities to create integrated Connect/UNT shuttle service with year-round consistent operation and engage with UNT on contract re-negotiation
5. Maintain and enhance relationships with DCTA stakeholders to continually align DCTA planning efforts and operations with the needs and aspirations of the communities we serve AND understand and communicate future opportunities for DCTA transit services and develop service offerings to meet them
  - Provide detailed review of Member City and County Master Planning documents and identify opportunities to meet those goals and objectives with DCTA services through the Long-Range Service Plan
  - Identify complementary plans within Member Cities and integrate with future transit plans
6. Enable DCTA to become the transportation provider of choice in Denton and Collin counties
  - Enable all current non-voting members of DCTA to receive some form of service from the agency
  - Develop service offerings to meet the needs of rural communities
  - Transition current contracted services cities to DCTA "Financially Participating Member" status
7. Agency Fundamentals
  - Facilities Capital Plan Refresh/Analysis
  - Low/No Emission Bus Plan
  - DCTA Space Planning and Facility Requirements
  - Bus Revenue and Non-Revenue Fleet Plan
  - A-train Annual O&M and Equipment Replacement
  - Service Branding Overview

### Long Range Service Plan Phase 2

Leverage results from Regional Transit 2.0 Initiative, NCTCOG Denton County Transit Study, NCTCOG Collin County Transit Study to develop the next generation of transit services across those geographies.



Board discussion regarding timeframes for Phase 1 (awarded in June/July timeframe), and Bus Rapid Transit concept clarification, and unified branding.

### 3. Regional Transit 2.0 Update and Discussion

(Guest: Michael Morris, P.E., North Central Texas Council of Governments)

Objective: Receive update on Regional 2.0 outcomes and discuss opportunities for DCTA

Mr. Morris presented to the Board highlighting the following:

- Overview: Highlight of Transit 2.0, RTC Draft February Presentation on Transportation Authority Commitments and DCTA Big Ideas
- Transit 2.0 Study Tasks
- Transit 2.0 Task 2 Legislation – Policy Recommendations
- Transit 2.0 Task 5 – Develop Strategies for Transit Authority Board Partnerships and Teamwork
- Draft Transit Authority Policy Waterfall – Steps 1-3
- Transit 2.0 Partnership Leverage and Impacts (Transit Authority, Member City, Regional Transportation Council, State)
- Corinth Membership or Contract and Denton/Highland Village/Lewisville Re-Focus
- DCTA as Collin County Service Provider: Hybrid Model (Keep Cap at 3 Authorities)
- DCTA Transfer Operation of Passenger Rail to DART (A-train)
- DCTA Becomes Vanpool Operation of the Region
- Merge Administration Function with Trinity Metro and Retain Two (2) Board of Directors (both ½ cent cities)
- Create a “Regional Rail” Provider (not Light Rail)

Board discussion regarding best practices, prioritizing needs, dynamics that might challenge the value of transit and having those conversations, non-member city funding, policy regarding Transit Oriented Development, TxDOT and High-Speed Rail conversations.

Mr. Morris encouraged the Board to contact the North Central Texas Council of Governments for assistance with proposed projects (i.e. resources to non-member cities, jurisdictions). The Board thanked Mr. Morris for his leadership in transit, and his visit to DCTA to provide the Transit 2.0 update.

### 4. Discuss Vision for Enhancing the DCTA Customer Experience

Objective: Identify and discuss opportunities to improve the DCTA Customer Experience from trip planning to booking, fare purchase, stop interface, customer service, and real time information throughout the journey AND to gain feedback on Board priorities for implementation

VP of Innovation and Information Technology Javier Trilla presented to the Board highlighting the following:

- DCTA Customer Experience (Trip Planning, Fare Payment, Staying Informed, Passenger Feedback)
- Regional Applications
- DCTA Mobile Apps – Feature Comparison
  - GoPass – Features and Benefits



- GoPass – Microtransit Integration
- GoPass – User Adoption Based on Ticket Sales
- Transit App – Background and Current State
- Transit App – Royale
- Transit App – User Adoption
- Transit App – Detours
- Transit App – Microtransit Integration
- Transit App – Other Available Features
- Google Maps – App Functionality and Capability
- Customer Service Enhancements
  - Cloud Call and Contact Center Upgrade
- Passenger Information Systems
  - A-train Platform Signage Update
  - Bus Shelter Signage Pilot
- Fare Payment Systems
  - Ticket Vending Machines
  - Contactless Fare Payment Technology

Board discussion regarding the percentage of ticket purchases on the vending machines versus the app, purchase of vending machines (i.e. purchase one (1) versus two (2) machines), cost for trenching space for vending machines, power circuits, vandalism of vending machines, GoZone geo-fencing, “survey-fatigue”.

The Board indicated an interest in receiving usage data on the vending machines and their overall value as well as making contactless fare payment technology a priority.


CEO Paul Cristina wrapped up the discussion with a brief recap of the Work Session highlighting the following:

- Board consensus on the path for the New Member Policy and will be bringing the item for Board consideration in the near future.
- Long Range Service Plan – More briefings are forthcoming detailing the scope of work between staff and consultants
- The vision of Customer Service is clear and DCTA is aligned with what is important
- Good direction received regarding implementation of Transit App within budget and the advancement of contactless fare payment technology

Chair Gilmore thanked everyone for attending the Board Strategic Work Session and applauded staff for their outstanding work in preparation for the meeting. Chair Gilmore also thanked all of the guests in attendance.

## ADJOURN

The meeting was adjourned at 3:18pm.



TJ Gilmore, Board Chair



Andy Eads, Board Secretary