



Board of Directors Regular Meeting

December 10, 2020 | 10:00 a.m.

To be held by Zoom Video Conference

NOTICE IS HEREBY GIVEN that the members of the DCTA 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/96265008861> or by joining via telephone by dialing the following number: +1 346 248 7799; Meeting ID: 962 6500 8861

CALL TO ORDER

INVOCATION

PUBLIC COMMENT

This agenda item provides an opportunity for citizens to address the Board of Directors on any agenda item(s) or other matters relating to the DCTA. 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 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 bpedron@dcta.net no later than 3:00 pm on Wednesday, December 9, 2020 to ensure the comment will be read. The Board of Directors is not permitted to take action on any subject raised by a speaker during Public Comments. However, the Board of Directors may have the item placed on a future agenda for action; refer the item to the DCTA Administration for further study or action; briefly state existing DCTA policy; or provide a brief statement of factual information in response to the inquiry.

CONSENT AGENDA

1. **Consider Approval of November 12, 2020 Meeting Minutes**
([packet pages 9-13](#))

Action Item

Presenter: Chris Watts, Denton, Board Chair
Item Summary: Staff recommends approval of the November 12, 2020 Meeting Minutes.
Backup Information: Exhibit 1: November 12, 2020 Meeting Minutes

2. **Consider Approval of Monthly Financial Statements for October 2020**
([packet pages 14-20](#))

Action Item

Presenter: Marisa Perry, CFO/VP of Finance
Item Summary: Board approval will be requested of the following items:

- Financial Statements for October 2020
- Capital Projects Budget Report for October 2020

Backup Information: Memo: Monthly Financial Statements for October 2020
Exhibit 1(a): Monthly Financial Statements – October 2020
Exhibit 1(b): Capital Projects Budget Report – October 2020

3. **Consider Approval of Lyft Task Order 13 for Service at Trinity Metro Alliance ZIPZONE**
(packet pages 21-39)

Action Item

Presenter: Lindsey Baker, Director of Government Affairs

Item Summary: The current contract with Lyft for the Alliance ZIPZONE expires January 31, 2021. In order to continue service to the area per Trinity Metro's request, Task Order 13 for the Lyft Alliance ZIPZONE service has a maximum cost of \$75,000 for a one-year term. Lyft will invoice DCTA monthly for program costs, and those charges will be passed through to Trinity Metro including a 20% administration fee.

Backup Information: Memo: Consider Approval of Lyft Task Order 13 for Service at Trinity Metro Alliance ZIPZONE

Exhibit 1: Original Interlocal Agreement with Trinity Metro for Mobility Services
Exhibit 2: Lyft Task Order 13

4. **Consider Approval of Irving Holdings Task Order 3 Revision 1 for MUTD Taxi Service**
(packet pages 40-59)

Action Item

Presenter: Lindsey Baker, Director of Government Affairs

Item Summary: On November 12, 2020, in response to the McKinney Urban Transit District's (MUTD) Board's request, the DCTA Board of Directors approved a fifth amendment to the City of McKinney contracted service agreement, extending the ILA from January 1, 2021 through June 30, 2021. To coincide with the MUTD ILA extension of 6 months, staff has drafted Irving Holdings Task Order 3 Revision 1, for a term of 9 months and a budget of \$197,000, for the Board's consideration in order to continue MUTD taxi services through the extension of the amended contract. DCTA will be fully reimbursed by the City of McKinney for the Irving Holdings service including appropriate administrative fees.

Backup Information: Memo: Consider Approval of Irving Holdings Task Order 3 Revision 1 for MUTD Taxi Service

Exhibit 1: Fifth Amendment to the City of McKinney MUTD ILA

Exhibit 2: Irving Holdings Task Order 3

Exhibit 3: Irving Holdings Task Order 3 Revision 1

INFORMATIONAL REPORTS

1. **Monthly Financial Reports**
(packet pages 60-62)

Item Summary: DCTA staff will answer questions of the Board regarding updates on financial items.

Backup Information: Memo 1: Monthly Sales Tax Receipts (*under separate cover*)

Exhibit 1: FY21 Monthly Sales Tax Report (*under separate cover*)

Memo 2: Monthly Mobility-as-a-Service Update

Memo 3: Budget Information

2. **Ridership Trend Report**
(packet pages 63-70)

Item Summary: Exhibits 1-5 provide an overview of total monthly ridership trends across all DCTA services, comparing FY19-FY21 to-date with the associated COVID impacts. October bus ridership was relatively unchanged from September while A-train passenger boardings increased by about 10 percent during the same period.

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

3. **Quarterly Social Service Agency Roundtable Recap Report (October 2020)**
(packet pages 71-87)

Item Summary: DCTA holds quarterly roundtable meetings as a forum for social services agencies to learn more about DCTA services, programs and promotions, as well as discuss individual agency needs and collectively respond with possible solutions. These meetings are a part of the agency's public involvement plan.

Backup Information: Exhibit 1: October 2020 Social Service Agency Roundtable Recap Report

4. **City of Denton Mayhill Overpass Project**
(packet page 88)

Item Summary: The City of Denton will be constructing an overpass over the A-train tracks at the South Mayhill at-grade railroad crossing. This City is fully funding this project and will incorporate safety adjustments to the Rail Trail bike and pedestrian at-grade crossing at this location. DCTA is coordinating with City of Denton staff, Rio Grande Pacific Corporation (RGPC) and FRA to ensure all necessary safety components are incorporated into this project. The attached memo provides an overview of the project.

Backup Information: Memo: City of Denton Mayhill Overpass Project

5. **City of Lewisville Andes Metal Rail Quiet Zone Project**
(packet page 89)

Item Summary: Andes Metal at-grade railroad crossing requires a modification to ensure Federal Railroad Administration Quiet Zone compliance. DCTA staff is coordinating the project with City of Lewisville as it is anticipated that the City will reimburse DCTA for contracting Rio Grande Pacific Corporation to perform the work on this project. Staff anticipates seeking Board approval of an Interlocal Agreement and associated FY21 budget amendment for this project at the January Board meeting.

Backup Information: Memo: City of Lewisville Andes Metal Rail Quiet Zone Project

REGULAR AGENDA

1. Discuss Transformation Initiative and Consider Agency Priority Projects and Service Standards

(packet pages 90-176)

Action Items

Presenter: Nicole Recker, VP of Mobility Services and Administration
Chris Newport, Accenture

Item Summary: Accenture will present the final Transformation Initiative Task Order #1 report. "Agency Priorities" and "Service Standard" details and recommendations can be found in Exhibit 1. The final recommended "Agency Priorities" can be found in Exhibit 2. The summary of recommended "Service Standards" will be provided in the board meeting presentation. The Board of Directors will be asked to discuss and consider approval of "Agency Priorities" (projects) and "Service Standards."

Backup Information: Memo: Transformation Initiative Progress Report
Exhibit 1: Transformation Initiative Final Report
Exhibit 2: Transformation Initiative Agency Priorities

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

(packet page 177)

Action Item

Presenter: Nicole Recker, VP of Mobility Services and Administration
Raymond Suarez, CEO

Item Summary: As DCTA implements Transformation Initiative priority projects it will be paramount to establish the support of a PMO to guide projects to completion. Approval of this item will result in an official task order and budget amendment that will be brought to the board for approval at the January 28, 2021 board meeting.

Backup Information: Memo: Accenture PMO Overview
Exhibit 1: Accenture Draft PMO Scope of Work (*under separate cover*)

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

(packet pages 178-179)

Action Item

Presenter: Kristina Holcomb, Deputy CEO
Lindsey Baker, Director of Government Affairs

Item Summary: The Board of Directors has requested continued discussion related to the adoption of a communications policy for the upcoming legislative session. The item is listed as an action item should the Board choose to adopt the policy, as revised, based upon the November discussion.

Backup Information: Memo: Discuss and Consider Approval of the Draft Legislative Communications Policy Related to the 87th Texas Legislative Session
Exhibit 1: Draft Communications Policy with Revisions per the November Meeting

4. **Discuss and Consider Monsignor King (MK101) Fare Structure**
(packet pages 180-182)

Action Item

Presenter: Nicole Recker, VP of Mobility Services and Administration

Item Summary: MK101 is a special fixed route service implemented in January 2020 to serve passengers between Monsignor King Outreach Center and Our Daily Bread. The DCTA board of directors requested that services be provided fare free for six months with the intent to revisit the fare after proper data collection. Due to COVID-19, MK101 was suspended from March 2020 through August 2020. MK101 service has now been in operation a total of six months. The board will be asked to discuss the service and existing free fare and consider approval of a final fare structure that would go into effect on January 1, 2021.

Backup Information: Memo: Discuss and Consider Monsignor King (MK101) Fare Structure
Exhibit 1: Monsignor King (MK101) Schedule and Map

5. **Discuss DCTA & DART Regional Partnership Update**
(packet pages 183-186)

Possible Action Item

Presenter: Kristina Holcomb, Deputy CEO

Item Summary: Staff will provide an update on the continued discussions and activities relating to the partnership opportunity with DART to construct a Joint Rail Operations Facility at DCTA's Rail Operations and Maintenance Facility in Lewisville.

Backup Information: Memo: Discuss DCTA & DART Regional Partnership Update
Exhibit 1: Draft DART-DCTA Letter of Intent

6. **Discuss DCTA Priority Actions**
(packet pages 187-190)

Discussion Item

Presenter: Nicole Recker, VP of Mobility Services and Administration

Item Summary: Staff will brief the board on the following initiatives:

- Service planning, Transformation Initiative final results, and planning for MaaS on-demand for member cities
- Trinity Metro partnership options for providing bus operations and maintenance
- Coordination with NTMC to open the collective bargaining agreement for negotiation

Backup Information: Memo: Discuss DCTA Priority Actions
Exhibit 1: DCTA Priority Actions Diagram (updated 12/4/2020)

7. Discuss Activities Associated with the COVID-19 Pandemic

(packet pages 191-201)

Discussion Item

Presenter: Kristina Holcomb, Deputy CEO
Nicole Recker, VP of Mobility Services and Administration

Item Summary: DCTA Staff will provide an update on COVID-19 regarding DCTA operations, staffing, the ever-changing environment, and the Agency's response during this health emergency.

Backup Information: Memo: Discuss Activities Associated with the COVID-19 Pandemic
Exhibit 1: DCTA COVID-19 Response Update Presentation
Exhibit 2: COVID Passenger Survey Recap

8. Discuss North Texas Xpress Service

(packet pages 202-209)

Discussion Item

Presenter: Nicole Recker, VP of Mobility Services and Administration

Item Summary: North Texas Xpress, a commuter bus service operated jointly by DCTA and Trinity Metro, offers connections between Denton and downtown Fort Worth with stops in Alliance. DCTA and Trinity Metro have been operating the commuter service since September 2016. Staff will provide the board with an overview of service as well as request confirmation that the board would like staff to explore alternative service delivery options to increase ridership and decrease cost.

Backup Information: Memo: Discuss North Texas Xpress Service
Exhibit 1: North Texas Xpress Supporting Documentation

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

(packet page 210)

Discussion Item

Presenter: Kristina Holcomb, Deputy CEO

Item Summary: The DCTA Board of Directors adopted the Transportation Reinvestment Program (TRiP) policy at its November Board meeting. The adopted policy prescribes that prior to the award of TRiP projects, DCTA staff must present anticipated TRiP administrative costs for Board consideration and approval. Staff will facilitate a discussion regarding anticipated TRiP administrative workflow and initial annual administrative cost estimates.

Backup Information: Memo: Discuss and Consider Approval of the Transportation Reinvestment Program (TRiP) Related Administrative Functions and Cost Estimate

10. Discuss Local & Regional Transportation and Legislative Issues

Information Item

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

Item Summary: The Board Chair and staff will provide an update on local and regional transportation initiatives and discuss state and federal legislative issues.

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 12.04.2020 ([packet page 211](#))

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.

([Nancy Lieberman Video](#))

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 551.072 of the Texas Government Code, the Board of Directors Meeting may be Convened into Closed Executive Session for the Purpose of Deliberation regarding Real Property: Discuss acquisition, sale or lease of real property related to long-range service plan within the cities of Denton, Lewisville, Highland Village, or the A-train corridor.

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, Ron Trees, Connie White, Dennie Franklin, Tom Winterburn, Joe Perez

Staff Liaison:

Raymond Suarez, CEO

This notice was posted on 12/4/2020 at 1:48 PM.



Brandy Pedron, Executive Administrator, Board Support | FOIA



Board of Directors Meeting Minutes for:

November 12, 2020

Regular Meeting Minutes

The Board of Directors of the Denton County Transportation Authority convened the Regular Meeting of the Board of Directors with Chris Watts, Chair presiding on November 12, 2020 remotely using Zoom Meeting.

Attendance

Voting Members

Chris Watts, Chair, Denton
Cesar Molina, Vice Chair, Denton County
Sam Burke, Secretary, Denton County (until 11:38)
Dianne Costa, Highland Village
TJ Gilmore, Lewisville
Paul Cristina, Denton County Alternate for Secretary Burke

Non-voting Members

Tom Winterburn, Corinth
Dennie Franklin, Frisco
Connie White, Small Cities
Ron Trees, Little Elm
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
Rick Dennis, HillCo
Andrew Ittigson, AECOM

Other DCTA Staff Attendees

Lindsey Baker, Director of Government Affairs
Athena Forrester, Assistant Vice President of Regulatory Compliance/DBE Liaison
Amber Karkauskas, Controller
Brandy Pedron, Executive Administrator

Public Attendees

Kristin Green, Lewisville Alternate
Paul Cristina, Denton County Alternate
Shannon Joski, Denton County Alternate
Mayor Wilcox, Highland Village Alternate
Claire Powell, City of Lewisville
Paul Stevens, Highland Village
Brandi Bird, Bird Advocacy & Consulting
Justin Grass, DRC
Kelli Shields, Trinity Metro
Eme Torlai
Paula Richardson, NTMC
Jim Owen, NTMC
Wayne Gensler, Trinity Metro
M Taylor

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

INVOCATION – *Chair Watts led the Invocation.*

RECOGNITION OF SERVICE – *Chair Watts led the Board in recognizing Ron Trees for his 2 years of service to the DCTA Board of Directors. Board Member Costa and Raymond Suarez gave recognition to Board Member Trees for his service.*

PUBLIC COMMENT – *No public comments were made or submitted.*

[Board Chair Costa made a motion to recess the meeting for short break at 11:10 a.m. The time of recess expired, and the meeting resumed at 11:20 a.m.]

CONSENT AGENDA

1. **Approval of October 22, 2020 Minutes** – *Minutes provided in meeting packet.*
2. **Approval of the Fifth Amendment to the City of McKinney MUTD (Collin County Transit) Interlocal Agreement** – *Memo, Interlocal Agreement Amendment and back-up information provided in meeting packet.*
3. **Approval of Monthly Financial Statements for September 2020** – *The Monthly Financial Statements for September 2020 provided in the packet.*
 - *A Motion to approve Consent Agenda items 1 - 3 as presented was made by Board Member Costa. The motion was seconded by Vice Chair Molina. 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** – (Memo 1 and Exhibit 1 were provided to the Board the morning of the November 12, 2020 and updated in the packet on the website after the Board meeting) *Sales tax represents the single largest source of revenue for DCTA at 56.36% for the Fiscal Year 2020 budget. The annual revised sales tax budget for FY20 is \$26,805,374. 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 November, receipts were favorable compared to the revised budget. Sales tax for sales generated at retail in the month of September and received in November was \$2,910,752. This represents an increase of 132.10% or \$1,656,665 compared to revised budget for the month and an increase of 8.82% or \$235,909 compared to the original budget for the month. Compared to the same month last year, sales tax receipts are \$358,697 or 14.06% higher. Member city collections for the month compared to prior year are as follows: City of Lewisville up 16.51%; City of Denton up 9.26%; and City of Highland Village up 5.68%.*

As requested by the Board of Directors, staff is providing a monthly update on all Mobility-as-a-Service commitments, activities and expenses. 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 December Board meeting for approval.

There were no budget transfers completed in the month of September to report.

REGULAR AGENDA

[Chair Watts called to change the order of items to address Regular Agenda Item 6 before Item 1]

6. **Discuss and Consider DART Interlocal Agreement (ILA) for Shared Services** – *Raymond Suarez, CEO presented the following information and the Board discussed: DCTA operates passenger rail service on rail corridor owned by DART pursuant to a Transportation Access Agreement and Easement 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 ILA for Shared Services that mutually benefits the residents of the respective service areas and enables the parties to cooperate in providing passenger rail service. The rail service connects the Counties of Dallas and Denton, Texas in order to relieve traffic congestion, provide transportation opportunities and to aid in attaining federal air quality standards. DCTA staff shall present key elements of the ILA including a discussion regarding proposed Access and Impact fees associated with DCTA ridership impact on the DART Green Line. Staff requested DCTA board approval to authorize the CEO to finalize and enter into the Interlocal Agreement with DART.*
 - *A Motion to approve Regular Item 6 with accepted redline changes was made by Board Member Costa. The motion was seconded by Board Member Gilmore. All board members voted yes. Motion passed unanimously by the Board with no abstentions.*
1. **Discuss Transformation Initiative Progress Report** – *Nicole Recker, VP of Mobility Services & Administration and Chris Newport with Accenture presented the following: The Board-led Transformation Initiative successfully launched on August 7, 2020. An overview of progress was provided in the packet for review and any necessary discussion. Staff presented and walked the Board through the Priority Actions, "swim lanes" document shown in the presentation. The board held recap discussions regarding the November 5, 2020 specially called meeting and staff provided an update on next steps. Staff and Accenture answered questions from the board. The Board will be asked to take action on the Service Standards and Agency Priorities at the December Board Meeting.*
 - *Discussion only. No action taken.*

[Secretary Burke left the meeting at 11:38am. Paul Cristina stepped in as his Alternate.]

2. **Discuss Actions Relating to the 87th Texas Legislative Session** – *Staff and HillCo continued discussions with the Board regarding communications and actions related to priority legislative items for the 87th Legislative Session.*
 - *Rick Dennis provided a general update to the Board. Chair Watts requested that factual updates be provided in memo form going forward.*
 - *Rick Dennis agreed to hold a Workshop with the Board in January or February.*
 - *Regarding the presented draft policy: direction was given to staff to reverse the order of item C and D and to change "Officers" to Chair and Vice Chair. Board Member Costa on record noting that she is uncomfortable with only 2 members making decisions on behalf of the Board and would like to be briefed more often than monthly.*
 - *The Legislative Communication policy will be brought back to the Board in December for action.*

[Vice Chair Molina left the meeting at 11:57am. Shannon Joski stepped in as his Alternate.]

3. **Consider Approval of Resolution R20-22 Approving the Denton County Transportation Reinvestment Program (TRIP) Policy** – *Kristina Holcomb, Deputy CEO led the discussion on the following: As a follow-up from the October Board meeting, staff facilitated a review of changes arising from Board discussion to finalize the policy and requested Board approval.*
 - *Minor updates and corrections were discussed*

- A Motion to approve Regular Item 3 with the changes discussed by the Board was made by Board Member Gilmore. The motion was seconded by Board Member Costa. All board members present voted yes. Motion passed unanimously by the Board with no abstentions.

[Board Chair Watts made a motion to recess the meeting for short break at 12:05 p.m. The time of recess expired, and the meeting resumed at 12:23 p.m.]

4. **Consider Approval of Spring 2021 University of North Texas (UNT) Service Changes** – *Nicole Recker presented the following: DCTA modifies UNT's service delivery three times a year to meet the university's transportation needs and on-campus capacity in line with semester activity. An overview of the proposed Spring 2021 UNT service, effective January 10, 2021, was provided in the packet for review and any necessary discussion. Staff requested the board review the information in the packet and approve the proposed Spring 2021 service levels.*
 - A Motion to approve Regular Item 4 as presented was made by Board Member Costa. The motion was seconded by Board Member Gilmore. All board members voted yes. Motion passed unanimously by the Board with no abstentions.

[Vice Chair Molina returned to the meeting at 12:31pm.]

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** – *Nicole Recker, VP of Mobility Services & Administration and Raymond Suarez, CEO led discussion on the following: DCTA and Trinity Metro desire to evaluate 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 economic vitality, and improving overall quality of life, and (vi) otherwise enhanced for the benefit of the public by increased collaboration and cooperation between the Agencies. DCTA staff requested that the Board of Directors review the supporting document and authorize the CEO to enter into a Letter of Intent with Trinity Metro for the purpose of exploring bus operations and maintenance options.*
 - A Motion to approve Regular Item 5 as presented was made by Board Member Costa. The motion was seconded by Board Member Gilmore. All board members voted yes. Motion passed unanimously by the Board with no abstentions.
7. **Rail Operations and Maintenance Contract Transition Update** – *Kristina Holcomb, Deputy CEO provided the Board the following update: The DCTA Board approved the Consent and Novation agreement at the October Board meeting, authorizing the transfer of the existing First Transit contract to Rio Grande Pacific Corporation (RGPC). As of October 31, the rail operations and maintenance contract seamlessly transitioned to RGPC.*
 - Information only. No action taken.
8. **Discussion of Regional Transportation and Legislative Issues** – *Board Member Costa gave a brief update on RTC and DRMC happenings.*

FUTURE AGENDA ITEMS AND BOARD MEMBER REQUESTS

- Board Member Gilmore requested an Administrative Cost Review for TRiP.
- Chair Watts noted that the NTMC joint meeting would most likely be held in January or February 2021.
- Raymond Suarez, CEO stated that an item will be added regarding negotiations with DART and Trinity Metro



- *Nicole Recker, VP of Mobility Services & Administration stated that there will be an update on Transformation Initiative agency priorities and deadlines.*

REPORT ON ITEMS OF COMMUNITY INTEREST – *Raymond Suarez made mention of the video success with Nancy Lieberman.*

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 November 12, 2020 Board of Directors Meeting were passed and approved by a vote on this 10th day of December 2020.

Chris Watts, Chair

ATTEST

Sam Burke, Secretary

Board of Directors Memo

December 10, 2020

SUBJECT: Consider Approval of Monthly Financial Statements for October 2020

Background

The financial statements are presented monthly to the Board of Directors for acceptance. The reports presented for the period ending October 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.

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 unfavorable by \$3k mainly due to Connect, Access, and North Texas Express, Frisco and CCT bus ridership of 21k which is 19% less than budgeted ridership of 26k. YTD FY21 rail ridership of 9k is 32% less than budgeted ridership of 13k, however the average fare per rider was \$2.29 compared to \$1.50 budgeted fare per rider resulting in a small favorable variance. Ridership remained under budget throughout the month of October as employers sustained telecommuting arrangements 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 Year
Total Rail Ridership		9,018	13,341	-32%	44,470	-80%
Connect		18,822	21,710	-13%	57,511	-67%
Access & Zone Service		1,654	2,858	-42%	4,011	-59%
Frisco	(A)	183	643	-72%	1,152	-84%
Collin County Transit	(A)	914	436	110%	1,485	-38%
North Texas Xpress		475	389	22%	2,243	-79%
University of North Texas	(B)	35,428	86,636	-59%	253,600	-86%
Special Movements	(B)	-	-	N/A	2,512	-100%
Total Bus Ridership		57,476	112,671	-49%	322,514	-82%
Vanpool	(B)	18,683	-	N/A	13,361	40%
Total Ridership		85,177	126,012	-32%	380,345	-78%

(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. Please note DCTA will be installing trail counters with an anticipated usage reporting by early FY21.

- **Note B:** Contract Service Revenue – YTD unfavorable by \$87k primarily due to lower than budgeted revenue hours and lower than budgeted billable fuel costs. Actual YTD billed service hours were under budget (\$47k decreased revenue). Average YTD pass-through fuel cost was \$1.47/gallon compared to budgeted \$2.75/gallon and YTD usage of 10k gallons was 38% lower than budgeted usage of 16k gallons (\$30k decreased revenue). Additionally, Special Movements, Lyft, and Taxi services were all under budget (\$10k decreased revenue).

- **Note C:** Sales Tax Revenue – October sales tax revenue is not yet received as of the agenda packet deadline and is accrued for the month based on budget. Sales tax generated in October will be received in December. The Sales Tax Report for the month will be sent under separate cover and provides a more detailed Budget to Actual comparison of sales tax receipts collected through December, representing sales tax generated through October.
- **Note D:** Federal/State Grants - Capital – Due to the timing of grant-funded capital projects, no drawdowns were budgeted in October nor have any revenues been received for the period.
- **Note E:** Federal/State Grants - Operating – YTD unfavorable by \$1.2 million mainly due to timing differences of drawdowns with CARES Act 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
Bus Preventive Maintenance	\$ -	\$ 140,246	\$ (140,246)
Rail Preventive Maintenance	-	-	-
Bus Operating Assistance	-	421,985	(421,985)
Rail Operating Assistance	-	595,898	(595,898)
ADA Assistance	-	25,000	(25,000)
Vanpool	-	24,981	(24,981)
Safety & Security Equipment	-	5,359	(5,359)
NCTCOG Train the Trainer	-	33,300	(33,300)
	<u>\$ -</u>	<u>\$ 1,246,769</u>	<u>\$ (1,246,769)</u>

Identified Need

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

Recommendation


Staff recommends approval.

Exhibits

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

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

Submitted by: 
Amber Karkauskas
Controller

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



DENTON COUNTY TRANSPORTATION AUTHORITY

CHANGE IN NET POSITION

MONTH AND YEAR TO DATE AS OF OCTOBER 31, 2020

(UNAUDITED)

Description	Month Ended October 31, 2020			Year to Date October 31, 2020			Annual Budget
	Actual	Budget	Variance	Actual	Budget	Variance	
Revenue and Other Income							
Passenger Revenues	\$ 41,768	\$ 44,396	\$ (2,628)	\$ 41,768	\$ 44,396	\$ (2,628)	\$ 580,291 Note A
Contract Service Revenues	309,632	396,216	(86,584)	309,632	396,216	(86,584)	3,458,402 Note B
Sales Tax Revenues	1,723,286	1,723,286	-	1,723,286	1,723,286	-	26,624,124 Note C
Federal/State Grants - Capital	-	-	-	-	-	-	6,094,359 Note D
Federal/State Grants - Operating	-	1,246,769	(1,246,769)	-	1,246,769	(1,246,769)	16,506,873 Note E
Total Revenues and Other Income	<u>2,074,686</u>	<u>3,410,667</u>	<u>(1,335,981)</u>	<u>2,074,686</u>	<u>3,410,667</u>	<u>(1,335,981)</u>	<u>53,264,049</u>
Operating Expenses							
Salary, Wages and Benefits	362,525	375,651	13,126	362,525	375,651	13,126	4,193,211
Outsourced Services and Charges	78,410	666,328	587,918	78,410	666,328	587,918	3,955,959
Materials and Supplies	54,351	268,013	213,662	54,351	268,013	213,662	2,917,735
Utilities	10,485	42,470	31,985	10,485	42,470	31,985	506,668
Insurance	-	140,658	140,658	-	140,658	140,658	1,681,336
Purchased Transportation Services	705,279	900,885	195,606	705,279	900,885	195,606	10,732,539
Employee Development	2,971	50,011	47,041	2,971	50,011	47,041	241,304
Leases and Rentals	10,810	19,654	8,844	10,810	19,654	8,844	238,468
Depreciation	798,048	799,639	1,591	798,048	799,639	1,591	10,489,375
Total Operating Expenses	<u>2,022,880</u>	<u>3,263,309</u>	<u>1,240,429</u>	<u>2,022,880</u>	<u>3,263,309</u>	<u>1,240,429</u>	<u>34,956,595</u>
Income Before Non-Operating Revenues and Expenses	51,807	147,358	(95,551)	51,807	147,358	(95,551)	18,307,454
Non-Operating Revenues / (Expense)							
Investment Income	2,270	8,330	(6,060)	2,270	8,330	(6,060)	100,000
Gain (Loss) on Disposal of Assets	3,850	-	3,850	3,850	-	3,850	-
Fare Evasion Fee	-	-	-	-	-	-	-
Other Income/(Expense) - Miscellaneous	372	-	372	372	-	372	-
Long Term Debt Interest/Expense	(70,072)	(70,090)	18	(70,072)	(70,090)	18	(841,080)
Total Non-Operating Revenues / (Expenses)	<u>(63,580)</u>	<u>(61,760)</u>	<u>(1,820)</u>	<u>(63,580)</u>	<u>(61,760)</u>	<u>(1,820)</u>	<u>(741,080)</u>
Income (Loss) before Transfers	(11,773)	85,598	(97,371)	(11,773)	85,598	(97,371)	17,566,374
Transfers Out	(594,015)	(724,688)	130,673	(594,015)	(724,688)	130,673	(8,027,839)
Total Transfers	<u>(594,015)</u>	<u>(724,688)</u>	<u>130,673</u>	<u>(594,015)</u>	<u>(724,688)</u>	<u>130,673</u>	<u>(8,027,839)</u>
Change in Net Position	<u>\$ (605,788)</u>	<u>\$ (639,090)</u>	<u>\$ 33,302</u>	<u>\$ (605,788)</u>	<u>\$ (639,090)</u>	<u>\$ 33,302</u>	<u>\$ 9,538,535</u>



DENTON COUNTY TRANSPORTATION AUTHORITY

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

	October 31, 2020	September 30, 2020	Change
Assets			
Current Assets			
Operating Cash & Cash Equivalents	\$ 30,279,399	\$ 29,499,102	\$ 780,296
Reserves: Cash & Cash Equivalents	6,472,219	9,001,572	(2,529,353)
Reserves: Investments	5,554,111	5,064,346	489,765
Accounts & Notes Receivable	9,274,144	7,157,872	2,116,272
Prepaid Expenses	187,322	168,441	18,881
Inventory	30,038	29,805	233
Restricted Asset-Cash and Equivalents	1,539,921	849,786	690,135
Total Current Assets	53,337,153	51,770,924	1,566,229
Non-Current Assets			
Land	17,394,147	17,394,147	-
Land Improvements	12,166,782	11,953,783	212,999
Machinery & Equipment	5,243,986	5,243,986	-
Vehicles	92,885,535	92,907,285	(21,750)
Computers & Software	1,791,431	1,387,627	403,804
Intangible Assets	16,997,155	16,997,155	-
Construction in Progress	19,996,181	22,338,024	(2,341,843)
Other Capital Assets, Net	234,616,978	234,616,978	-
Accumulated Depreciation	(87,888,633)	(87,113,273)	(775,360)
Total Non-Current Assets	313,203,561	315,725,711	(2,522,149)
Total Assets	366,540,715	367,496,635	(955,920)
Deferred Outflow of Resources			
Deferred Outflows Related to Pensions	369,652	369,652	-
Total Deferred Outflow of Resources	369,652	369,652	-
Liabilities			
Current Liabilities			
Accounts Payable and Accrued Expenses	1,104,930	2,209,751	(1,104,820)
Deferred Revenues	53,663	56,458	(2,795)
Interest Payable	70,072	-	70,072
Retainage Payable	621,036	621,036	-
Total Current Liabilities	1,849,701	2,887,245	(1,037,544)
Non-Current Liabilities			
Rail Easement Payable	900,000	900,000	-
Bonds Payable	23,360,000	23,360,000	-
Net Pension Liability	109,285	109,285	-
Total Non-Current Liabilities	24,369,285	24,369,285	-
Total Liabilities	26,218,986	27,256,530	(1,037,544)
Deferred Inflow of Resources			
Deferred Inflows Related to Pensions	47,683	47,683	-
Total Deferred Inflow of Resources	47,683	47,683	-
Net Position			
Net Investment in Capital Assets	289,978,580	289,978,580	-
Unrestricted	51,270,906	50,583,494	687,412
Change in Net Position	(605,788)	-	(605,788)
Total Net Position	\$ 340,643,697	\$ 340,562,074	\$ 81,623



NORTH TEXAS MOBILITY CORPORATION

CHANGE IN NET POSITION

MONTH AND YEAR TO DATE AS OF OCTOBER 31, 2020

(UNAUDITED)

Description	Month Ended October 31, 2020			Year to Date October 31, 2020			Annual Budget
	Actual	Budget	Variance	Actual	Budget	Variance	
Operating Expenses							
Salary, Wages and Benefits	\$ 593,984	\$ 675,691	\$ 81,707	\$ 593,984	\$ 675,691	\$ 81,707	\$ 7,451,314
Outsourced Services and Charges	31	33,389	33,358	31	33,389	33,358	399,919
Materials and Supplies	-	291	291	-	291	291	3,293
Insurance	-	10,022	10,022	-	10,022	10,022	118,878
Employee Development	-	5,295	5,295	-	5,295	5,295	54,435
Total Operating Expenses	<u>594,015</u>	<u>724,688</u>	<u>130,673</u>	<u>594,015</u>	<u>724,688</u>	<u>130,673</u>	<u>8,027,839</u>
Income (Loss) before Transfers	(594,015)	(724,688)	130,673	(594,015)	(724,688)	130,673	(8,027,839)
Transfers In	<u>594,015</u>	<u>724,688</u>	<u>(130,673)</u>	<u>594,015</u>	<u>724,688</u>	<u>(130,673)</u>	<u>8,027,839</u>
Total Transfers	<u>594,015</u>	<u>724,688</u>	<u>(130,673)</u>	<u>594,015</u>	<u>724,688</u>	<u>(130,673)</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 OCTOBER 31, 2020

(UNAUDITED)

	October 31, 2020	September 30, 2020	Change
Assets			
Operating Cash & Cash Equivalents	\$ 364,848	\$ 407,390	\$ (42,542)
Accounts & Notes Receivable	663	863	(200)
Prepaid Expenses	-	-	-
Total Assets	<u>365,511</u>	<u>408,253</u>	<u>(42,742)</u>
Liabilities			
Accounts Payable and Accrued Expenses	<u>365,511</u>	<u>408,253</u>	<u>(42,742)</u>
Total Liabilities	<u>365,511</u>	<u>408,253</u>	<u>(42,742)</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 OCTOBER 31, 2020

Capital Project Number/Name	Project Budget	October 2020 Actuals Booked	Actuals Life To Date	\$ Under/ (Over) Budget	% of Budget (As of October 2020 Close)
Construction Work in Progress					
G&A Capital Projects					
Total 10302 · Infrastructure Acquisition	\$ 3,251,990	\$ -	\$ 2,605,264	\$ 646,726	80%
Total 10403 · Server/Network Infrastructure <i>CLOSED</i>	350,000	-	333,128	16,872	95%
Total 10702 · TRIP Program	5,914,152	-	-	5,914,152	0%
Total G&A Capital Projects	9,516,142	-	2,938,393	6,577,749	31%
Bus Capital Projects					
Total 50306 · Major Maintenance - Bus	125,000	-	109,470	15,530	88%
Total 50411 · Integrated Fare Payment	600,000	-	-	600,000	0%
Total 50513 · Fleet (2019) <i>CLOSED TO PROJECT 50515</i>	1,481,000	-	875	1,480,125	0%
Total 50514 · Fleet (2020)	1,062,600	-	-	1,062,600	0%
Total 50515 · Fleet (2021)	1,880,100	-	-	1,880,100	0%
Total Bus Capital Projects	5,148,700	-	110,345	5,038,355	2%
Rail Capital Projects					
Total 61406.1 · Positive Train Control Implementation	16,720,141	-	15,913,484	806,657	95%
Total 61406.2 · Positive Train Control Enhancements	5,000,000	-	148,180	4,851,820	3%
Total 61409 · Stadler Diagnostic Laptops <i>CLOSED</i>	80,000	-	70,676	9,324	88%
Total 61605 · Brownfield Remediation	385,000	-	338,405	46,595	88%
Total 61715 · Trail Safety Improvements	181,157	-	170,507	10,650	94%
Total 61716 · Lewisville Bike Trail - Eagle Point Section - <i>CLOSED</i>	2,995,873	(18,151)	2,917,768	78,105	97%
Total 61720 · Major Maintenance - Rail <i>CLOSED</i>	2,024,826	-	1,623,962	400,864	80%
Total 61723 · Major Maintenance - Rail 2021	1,638,566	-	-	1,638,566	0%
Total 61723.1 · Canopy Repairs 2021	486,127	-	-	486,127	0%
Total Rail Capital Projects	29,511,690	(18,151)	21,182,981	8,328,709	72%
Total Construction Work in Progress	\$ 44,176,532	\$ (18,151)	\$ 24,231,719	\$ 19,944,813	55%



Board of Directors Memo

December 10, 2020

SUBJECT: Consider Approval of Lyft Task Order 13 for Service at Trinity Metro Alliance ZIPZONE

Background

Home to over 500 companies, Alliance, Texas is one of the nation's fastest growing areas creating over 61,000 jobs for the North Texas Region. On February 1, 2019, DCTA contracted with Lyft to provide mobility services in the Alliance area in accordance with the Interlocal Agreement with Trinity Metro for Mobility Services. The Lyft Alliance ZIPZONE Program addresses first/last mile challenges in getting employees from the North Texas Xpress stops and the North Park & Ride to places of employment in the designated Alliance Zone.

Identified Need

The current contract with Lyft for the Alliance ZIPZONE expires January 31, 2021 however, the need for first/last mile connectivity remains. The furtherance of the Lyft program will allow employees traveling from Denton and Fort Worth to continue accessing employment opportunities helping the region continue to thrive. It will also coincide with the one-year extension of the Trinity Metro ILA.

For additional background, the original Interlocal Agreement with Trinity Metro for Mobility Services and Lyft Task Order 13 are included as Exhibits 1-2.

Financial Impact

Task Order 13 for the Lyft Alliance ZIPZONE service has a maximum cost of \$75,000 for a one-year term. Lyft will invoice DCTA monthly for program costs, and those charges will be passed through to Trinity Metro including a 20% administration fee.

Recommendation

DCTA staff recommends the Board approve the Lyft Task Order 13 to provide Alliance ZIPZONE service to the Alliance area for a maximum amount of \$75,000.

Exhibit 1: Original Interlocal Agreement with Trinity Metro for Mobility Services

Exhibit 2: Lyft Task Order 13

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

Reviewed By: *L. Baker*
Lindsey Baker, Director of Government Affairs

Approved By: *Nicole Recker*
Nicole Recker, VP of Mobility Services & Administration

STATE OF TEXAS	§	
	§	INTERLOCAL COOPERATION
	§	AGREEMENT
COUNTIES OF DENTON	§	
AND TARRANT	§	

This Interlocal Cooperation Agreement ("Agreement") is made by and between Denton County Transportation Authority ("DCTA") and Fort Worth Transportation Authority (doing business as and hereinafter referred to as "Trinity Metro"), (each a "Party" and collectively the "Parties"), acting by and through their authorized representatives.

RECITALS

WHEREAS, DCTA is a coordinated county transportation created under Chapter 460 of the Texas Transportation Code; and

WHEREAS, Trinity Metro is a regional transportation authority existing and operating under Chapter 452 of the Texas Transportation Code; and

WHEREAS, Trinity Metro operates a transportation system, including bus service, in municipalities and unincorporated areas of Tarrant County, Texas, that have joined or contracted for service with Trinity Metro; and

WHEREAS, AllianceTexas ("Alliance") is a master-planned, mixed-use community located in north Fort Worth, Texas, and Denton and Tarrant Counties, and is home to roughly 500 companies; and

WHEREAS, the Parties have agreed on the terms and conditions for DCTA to provide Trinity Metro first/last mile, on-demand service (the "Services") in Alliance solely by DCTA's utilization of existing contract(s) with mobility provider(s) (i.e. Lyft, Inc.); and

WHEREAS, Trinity Metro ultimately intends to negotiate and execute its own contract and task order with Lyft, or other mobility provider, which would go into effect after the first six (6) months of this Agreement and replace and supplant the Services provided initially by DCTA;

NOW, THEREFORE, in consideration of the terms and conditions contained herein and other valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

Article I Purpose

DCTA will execute a task order for a period not to exceed six (6) months with a contracted mobility provider (i.e. Lyft, Inc.) to provide the Services in Alliance to replace the nine (9)-month "Alliance Link" shuttle pilot program operated by MV Transit which expires January 31, 2019.

The hours of operation for the Services shall be agreed upon by the Parties and adjusted based on ridership.

Article II

Term/Notice of Extension/Termination

2.1 Initial Term. The Initial Term of the Agreement will be twenty-four (24) months, commencing on the Effective Date of February 1, 2019 and terminating on January 31, 2021.

2.2 Notice of Extensions. Not less than sixty (60) days before the end of the Initial Term, or if applicable, any extended term, either DCTA or Trinity Metro may notify the other in writing that it desires to extend the term of this Agreement for an additional twelve (12)-month-period. If the other Party responds by written notice that it also desires to extend the term, a twelve (12) month extended term will commence on the next anniversary of the Effective Date.

2.3 Termination. Either Party may terminate this Agreement, with or without cause, by giving sixty (60) days prior written notice to the other Party. In the event of such termination, each Party shall be entitled to compensation for any services completed, in the reasonable judgment of the other Party, in accordance with this Agreement prior to such termination.

Article III

Payments for Service

3.1 The Funding. Trinity Metro will utilize a \$500,000 allocation of funding received by Trinity Metro (the "Funding") from the North Central Texas Council of Governments to provide the Services in Alliance utilizing DCTA's contract with a mobility provider (i.e. Lyft, Inc.) for two (2) years.

3.2 Reimbursement of DCTA. DCTA shall be reimbursed for one-hundred percent (100%) of all costs for the Services invoiced from the mobility provider associated with this Agreement, and an administrative fee per the schedule in Exhibit 1.

3.3 Invoicing. On or before the fifteenth (15th) day of each calendar month during the Initial Term or any extended term of this Agreement, DCTA shall prepare a written invoice to Trinity Metro including number of trips, operating expenses, administrative management fees, and reasonable supporting materials for the Services provided in the previous month.

3.4 Payment. Trinity Metro shall pay DCTA within thirty (30) days of the receipt of each monthly compliant invoice using either the Funding or other Trinity Metro funds.

3.5 Current Revenues. To the extent applicable, Trinity Metro and DCTA acknowledge that Trinity Metro shall make payment of the aforementioned sums from current revenues available.

Article IV

Responsibilities of the Parties: Fare Collection

4.1 Branding. Since both Parties agree that the Services should be rebranded from the current nine (9)-month pilot program referred to as "Alliance Link," Trinity Metro will assume responsibility for the branding of the Services. The Services will not share branding with DCTA or any other entity, except as legally required according to existing contracts.

4.2 Marketing. Whereas Trinity Metro intends to absorb the Services into its overall transit operations within a period of six (6) months, Trinity Metro will be responsible for creating the marketing and communication plan (the "Plan") for the Services, with input from DCTA. Additionally, Trinity Metro will be fiscally responsible for costs for marketing programs, tactics, and strategies outlined in the Plan. Trinity Metro will share creative materials prepared pursuant to the Plan with DCTA, including branding materials, and DCTA will support marketing and communications tactics, as outlined by the Plan, so that existing and potential customers in DCTA's transit area become aware of the Services. DCTA will be responsible for any costs associated with marketing or communicating the Service to its customers to the extent such marketing is not included in the Plan.

4.3 Business Development. Trinity Metro will be responsible for informing businesses in Alliance of the transition of the pilot program "Alliance Link" to the Services as set out in this Agreement and will provide information and marketing to those businesses about the Services.

4.4 DCTA Maintains Contract. Provided Trinity Metro is performing its obligations under this Agreement, DCTA will enforce its rights and comply with its obligations under its existing contract with Lyft, including the General Services Agreement and the applicable Task Order(s).

4.5 Fare. Customers who purchase a local fare from either Trinity Metro or DCTA, and then transfer to use the Services will not be required to pay an additional fare for utilizing the Services. Either Party may modify its own local fare structure, as needed, but will not impose a fare for the Services.

Article V

Dispute Resolution

The Parties agree to make a good faith effort to resolve through informal discussions any disagreement or other dispute between them in connection with this Agreement (a "Dispute"). If a Dispute cannot be resolved through informal discussions, before seeking an alternative remedy, either Party must submit a written complaint to the other Party setting out the basis of the complaint and a proposed resolution to the Dispute. The Party receiving the complaint must respond in writing within twenty-one (21) days after receipt of the complaint, by accepting the proposed resolution, rejecting the proposed resolution, or proposing an alternative resolution to the Dispute. If the proposed resolution is rejected, the Parties may seek alternative remedies as they deem appropriate. If an alternative resolution is proposed, the recipient of that alternative proposal shall,

within twenty-one (21) days after receipt, either accept the alternative or reject it. If it is rejected, the Parties may seek alternative remedies as they deem appropriate. Subject to the procedure outlined in this section, both Parties will have all legal remedies allowed to them by applicable law. The provisions of this section are strictly limited in scope to serve as a prerequisite to the enforcement of remedies under this Agreement. Failure by either Party to raise a Dispute through this process shall not constitute waiver or acceptance of an alleged violation of this Agreement.

Article VI Miscellaneous

6.1 Entire Agreement. This Agreement constitutes the sole and only agreement between the Parties and supersedes any prior understandings or agreements, whether written or oral, between the Parties with respect to this subject matter.

6.2 Assignment. This Agreement may not be assigned by either Party without the prior written consent of the other Party.

6.3 Successors and Assigns. Subject to the provisions regarding assignment, this Agreement shall be binding on and inure to the benefit of the Parties and their respective successors and permitted assigns.

6.4 Governing Law. The laws of the State of Texas shall govern this Agreement; and venue for any action concerning this Agreement shall exclusively be in the State District Court of Denton or Tarrant County, Texas. The Parties agree to submit to the personal and subject matter jurisdiction of said court.

6.5 No Waiver of Liability. The Parties acknowledge that neither Party is an agent, servant, or employee of the other Party, and each Party agrees it is responsible for its own individual negligent acts or omissions or other tortious conduct, as well as such acts and deeds of its contractors, agents, representatives, and employees, during the performance of this Agreement without waiving any governmental immunity available to the Parties under Texas law and other applicable law, and without waiving any available defenses under Texas law and other applicable law. Further, in the execution and performance of this Agreement, the Parties do not waive, and neither Party shall be deemed to have waived, any other immunity or defense that would otherwise be available to each Party as a local governmental entity and/or political subdivision of the State of Texas.

6.6 Amendments. This Agreement may be amended only by the mutual written agreement of the Parties.

6.7 Severability. In the event any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provisions, and the Agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been contained in it.

6.8 Notice. Any notice required or permitted to be delivered hereunder may be sent by first class mail, overnight courier, or by confirmed telefax or facsimile to the address specified below, or to such other Party or address as either Party may designate in writing, and shall be deemed received three (3) days after delivery set forth herein:

If intended for DCTA:

Raymond Suarez
Chief Executive Officer
DCTA
1955 Lakeway Drive, Suite 260
Lewisville, Texas 75067
Phone: 972-221-4600

With Copy to:

Peter G. Smith
Nichols, Jackson, Dillard, Hager & Smith, L.L.P.
1800 Ross Tower, 500 North Akard
500 North Akard
Dallas, Texas 75201
Phone: 214-965-9900

If intended for Trinity Metro:

Fort Worth Transportation Authority
Attn: Paul Ballard
801 Cherry Street
Suite 850
Fort Worth, Texas 76102

6.9 Counterparts. This Agreement may be executed by the Parties in separate counterparts, each of which when so executed and delivered shall be an original, but all such counterparts shall together constitute one and the same instrument. Each counterpart may consist of any number of copies hereof each signed by less than all, but together signed by all of the Parties hereto.

6.10 Exhibits. The Exhibits attached hereto are incorporated herein.

6.11 Recitals. The recitals to this Agreement are incorporated herein and made a part hereof for all purposes.

6.12 Authorization. Each Party represents that it has full capacity and authority to grant all rights and assume all obligations that are granted and assumed under this Agreement.

6.13 Survival of Covenants. Any of the representations, warranties, covenants, and obligations of the Parties, as well as any rights and benefits of the Parties, pertaining to a period of time following the termination of this Agreement shall survive termination hereof.

6.14 Approval of Parties. Whenever this Agreement requires or permits the approval or consent to be given by a Party, the Parties agree that such approval or consent shall not be unreasonably withheld, conditioned, or delayed.

6.15 No Third-Party Beneficiary. Nothing in this Agreement shall be construed as creating or giving rise to any rights of third-parties or any persons, including the public in general, other than the Parties.

6.16 Recordkeeping and Right to Inspect Records. Each Party shall have mutual access to, and the right to examine, all books, documents, papers, and other records of the other Party involving transactions relating to this Agreement. Each Party shall have access during normal business hours to all necessary facilities and shall be provided adequate and appropriate work space in order to conduct audits in compliance with the provisions of this Agreement. Each Party shall give the other Party advance written notice of at least forty-eight (48) business hours of intended audits.

(signature page to follow)

EXECUTED this 1st day of February, 2019.

Denton County Transportation Authority

By:


Raymond Suarez, Chief Executive Officer

Approved as to form:

By:

Peter G. Smith, General Counsel
(01-31-2019:TM105386)

EXECUTED this 1st day of February, 2019.

**Fort Worth Transportation Authority
("Trinity Metro")**

By:


Paul J. Ballard
President/Chief Executive Officer

EXECUTED this 1st day of February, 2019.

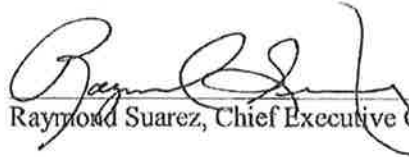
**Fort Worth Transportation Authority
("Trinity Metro")**

By:



Detra Whitmore, PMP
Vice President Administration

EXECUTED this 1st day of February, 2019.

Denton County Transportation Authority

By: 
Raymond Suarez, Chief Executive Officer

Approved as to form:

By: 
Peter G. Smith, General Counsel
(01-31-2019:TM105386)

EXECUTED this 1st day of February, 2019.

**Fort Worth Transportation Authority
("Trinity Metro")**

By: 
Paul J. Ballard
President/Chief Executive Officer

EXECUTED this 1st day of February, 2019.

**Fort Worth Transportation Authority
("Trinity Metro")**

By: 
Debra Whitmore, PMP
Vice President Administration

EXHIBIT 1

AGENCY	Service Rendered	Cost Allocation Per Year \$250,000
Denton County Transportation Authority	Contracted Mobility Provider	
	Service:	Not-to-exceed
	<i>Direct invoiced costs</i>	<i>\$75,000/30%</i>
	Administrative Fee:	
	<i>Contract management, billing,</i>	
	<i>administration, reporting, and</i>	
	<i>data analytics</i>	<i>Not-to-exceed</i> <i>\$50,000/20%</i>
		TOTAL: \$125,000
Trinity Metro	Marketing, customer service, and program management	
		\$125,000/50% TOTAL: \$125,000



Denton County Transportation Authority Task Order

Task Number:	13	Project ID:	N/A	Grant #N/A
Contractor:	Lyft, Inc.			
PROJECT INFORMATION				
Name:	Alliance Lyft Program (DBA ZipZone)			
DCTA Account Code: (Contract to be Billed Under)			Approved Budget Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Project Lead	Sarah Hultquist			
Requested By	Lindsey Baker			
Cost Estimate				
Not to Exceed Budget	\$75,000			

DESCRIPTION
(Include Scope, Cost, and Deliverables with Schedule)
<p>This Denton County Transportation Authority Task Order #13 ("Task Order") shall be governed by the terms and conditions of the General Services Agreement executed by the parties on or around July 7, 2017 and amended on June 19, 2020 by parties via Amendment No. 1 to the General Services Agreement ("Agreement"). Capitalized terms used but not defined in this Task Order shall have the meanings provided to them in the Agreement. In the event of any direct conflict between the terms of this Task Order and the terms of the Agreement, then the terms of this Task Order shall control.</p> <p>Program to provide a subsidy for Lyft rides in the Alliance Airport area in Denton and Tarrant Counties. Qualified rides will be fully subsidized if beginning or ending in the designated time block and geofenced area which is outlined in Attachment A. The term of this task order shall commence on Feb 1, 2021 and continue through January 31, 2022 for a maximum budget of \$75,000 unless terminated with a 60-day written notice.</p>

SIGNATURES/APPROVALS			
Contractor:		Date	
Nicole Recker, VP of Mobility Services and Administration		Date	
Kristina Holcomb, Deputy CEO			

Exhibit A
TASK ORDER #13

1. **Overview.**

The intent of this Task Order is for Lyft Inc. to provide, on behalf of DCTA, on-demand rideshare services. Lyft will be partnering with Trinity Metro to implement a ride-sharing program in the Alliance, TX area, serving transit hubs and business parks within a designated geofence in Denton and Tarrant Counties to primarily assist in providing first/last mile connectivity from the existing transit network for workers to employment opportunities. DCTA has identified the service of Transportation Network Companies (TNC) as important to address first mile / last mile connections in the agency's service area.

Beginning in February 2019, this program has provided users participating in this program a full fare subsidy of rides taking place within a designated geofence and time block. This program is meant to replace and enhance a pilot on-demand shuttle program, the Alliance Link shuttle, that served the area for 8 months. This program will also provide existing customers of that program the option to be automatically enrolled in this Lyft program.

2. **Term.**

The term of this task order shall commence on February 1, 2021 and continue through the sooner of (a) January 31, 2022 or (b) until the Budget is exhausted ("**Term**") unless terminated with a 60-day written notice in accordance with the Agreement. Upon reaching the Budget limit, Partner may increase their Budget as needed via email to transit@lyft.com

3. **The Dashboard.**

- i. **Access to the Dashboard.** In order for Partner to manage the Programs, Lyft will provide Partner with access to an online portal owned and hosted by Lyft (the "**Dashboard**"). As related to the Concierge Service, Partner may also use the Dashboard to request rides for Users. Additionally, Lyft grants Partner a non-exclusive, non-transferrable limited license to use the Dashboard solely in connection with the Programs during the Term. Partner shall not, and shall not authorize others to, (a) decompile, disassemble, reverse engineer or otherwise attempt to derive the source code or underlying technology, methodologies or algorithms of the Lyft Materials; (b) sublicense, lease, rent, sell, give, or otherwise transfer or provide the Lyft Materials to any unaffiliated third party except as may be provided in this Agreement; or (c) interfere with, modify or disable any features or functionality of the Lyft Materials. Lyft reserves all rights not expressly granted to Partner under this Agreement.
- ii. **Partner Administrator.** Partner will designate at least one (1) authorized personnel of Partner to serve as Partner's administrator (each, an "**Administrator**") and the Administrator will be required to create Dashboard login credentials to access and use the Dashboard. Partner is responsible and, to the extent allowed by law, will indemnify Lyft for all activity occurring under Partner's Dashboard login credentials, except to the extent caused by Lyft's breach of this Agreement. Partner will contact Lyft upon known or suspected unauthorized use under Partner's Dashboard or if Dashboard login credentials information is lost or stolen.

4. **Concierge Service.**

- i. **General.** Under the Concierge Service, an Administrator may request a Ride for a User by submitting such request in the Dashboard (each, a “**Request**”). Each Request will include all relevant Ride information, including but not limited to, the User’s first and last name, pick-up and drop-off location, and telephone number (collectively, “**User Information**”). Lyft will transmit the Request via the Lyft Platform to available Drivers. In the event a Ride is scheduled for a future date and time, Lyft will submit the Request to Drivers within a reasonable time from the desired pick-up time. If the Request is accepted by a Driver, the Driver whom accepted the Request will provide the Ride to the User. Lyft or the Driver may contact the User via the calling or texting features within the Lyft App to provide updates on the Request. If the Request is not accepted by a Driver, a notification of non-acceptance will be sent via the Dashboard. In the event of a cancellation by a Driver, Partner will be notified of such cancellation via the Dashboard. Any Request cancellations by Partner or no-shows by Users will be subject to Lyft’s cancellation policy. Partner will pay Lyft for all Rides under the Concierge Service (“**Concierge Rides**”). All Concierge Rides are subject to prime-time surcharges and Driver availability.
- ii. **Ride Requests.** When submitting a Request, Partner consents on behalf of itself and each User to allow Lyft to use the User Information to (a) send transactional SMS texts to the User relating to the Request and User’s Ride; (b) share the User Information with the Driver who accepted the Request; provided that the Driver will only receive the first name of the User and pick-up and drop-off location; and (c) use and store the User Information for the internal purposes of Lyft, subject to the Lyft Privacy Policy. Partner represents and warrants that (i) Partner will only submit Requests for Users whom are eighteen (18) years of age or older; and (ii) Partner has obtained all necessary consents from each User to share such User Information for the purposes set forth herein.

5. **Additional Obligations.**

Lyft Obligations.

1. **Geographic Area of Service:** The activities described herein shall take place in the Alliance, TX area as set forth in the map hereto attached as Attachment 1 (“Program Map Area”)
2. **Partner Codes:** Lyft will provide Partner with a coupon codes (the “Partner Code”) for use with this Agreement, with the following restrictions:
 - o Credit Value: Each Partner Code shall have a credit value of up to \$50 on up to 50 rides per month. If a Partner Code User books a trip in excess of 50 times the Partner Code discount will not apply to the trip.
 - o Valid Use: Valid for use by all Users who (a) download and install the Lyft App on a compatible mobile device; (b) create and maintain an active Lyft account, including agreeing to Lyft’s Terms of Service (<https://www.lyft.com/terms>), as may be updated from time to time; (c) successfully redeem the Partner Code in the User’s Lyft App; (d) take a completed ride via the Lyft App which qualifies for Partner Code redemption under this

Agreement; and (e) successfully apply the Lyft credit associated with the Partner Code at the end of the ride.

- o Code Expiration: Each Partner Code and its corresponding ride credits will expire under the following conditions: (a) upon termination of this Agreement, pursuant to the provisions herein, by either party or by the expiration of the Term; or (b) upon a mutually agreed upon time and date by the parties prior to creation of the Partner Codes.
 - o Other Code Restrictions:
 - The Partner Codes will be for travel limited by a geofence as outlined and detailed in **Attachment 1**. DCTA reserves the right to amend this task order with changes to the geofence as needed to meet program goals.
 - The Partner Codes will be for Lyft Economy rides only. The code does not apply to Lyft Lux, Lux Black, XL or Black XL.
 - During the Term of this Agreement, the parties agree that no more than an amount of 10,000 Partner Codes may be available for redemption, unless otherwise amended in writing and consent by the parties.
 - Time blocking – Partner codes will be limited to rides taken Monday through Friday Monday through Friday 4:30am to 7:30pm local time, and Saturdays and Sundays between 5:30am-7:30am local time and 4:00pm-7:30pm local time, unless otherwise amended in writing and consent by the parties. DCTA will have the option to amend and adjust time blocking for this program at a minimum of every two weeks.
 - 3. **Special Program Parameters**: Any authorized customer who enters the DCTA partner code option within the Lyft platform is entitled to a complete fare subsidy applied to a qualified trip within the program time block.
- To ensure continuity between this Lyft program and the previous Alliance Link shuttle pilot, DCTA will have the option of dropping partner codes to automatically enroll customers into the program based on a predetermined customer list. Phone numbers linked to a Lyft account will be used to enroll customers in the program with the same privileges new customers entering the promo code will be entitled to.
- 4. **Reporting**: Each month, along with the invoice, Lyft will provide Partner with report regarding the usage of the Partner Codes. Each report shall include the data fields as outlined in **Attachment 2**.
 - 5. **Marketing**: Lyft agrees to promote the Partner Code as mutually agreed upon by the parties. Lyft shall provide, at its sole cost and expense, design work (digital and/or print) for promotion of the Partner Code as mutually agreed upon by the parties, such agreement not to be unreasonably withheld.

Partner Obligations.

1. Partner agrees to pay for any usage of the Partner Codes, subject to the terms and conditions herein. Any amount of the ride fare that is greater than the credit value of the Partner Code, Lyft shall charge the User's personal payment amount as associated with the User's Lyft account.

2. The parties agree that the intention of this Agreement is to ensure Partner does not spend or incur a payment obligation of more than \$75,000 associated with Partner Codes (“**Budget**”), unless modified or amended in writing by Partner. Lyft shall implement reasonable procedures to cancel or suspend Partner Codes within two (2) business days of reaching or surpassing the Budget.
3. Partner agrees to promote the Partner Code via Partner’s official website, blog, social media accounts, and additional marketing channels as mutually agreed upon by the parties.

6. **Fees; Payment.**

Each month during the Term, Lyft will invoice Partner for the full dollar amount for all charges associated with Concierge rides requested by Partner and Partner Codes redeemed by Partner or Users for the preceding month. Payment is due within thirty (30) days of invoice date. All invoices shall be sent to Partner by the 10th of each month for the preceding month. All late payments shall bear interest at the lesser of one and one-half percent (1.5%) per month or the maximum allowed by applicable law. Upon delivery or activation of the Partner Codes from Lyft to Partner, Partner is responsible for any and all activity relating to the Partner Codes and will indemnify Lyft for any claims related to Partner’s use thereof. Lyft has the right to invoice Partner for any usage of Partner Codes by Partner or Users, even after expiration of the Term.

7. **Contacts.**

For Lyft:

Name: Paul Davis
Email: pdavis@lyft.com

For Partner:

Name: Sarah Hultquist
Email: shultquist@dcta.net

Name: Rusty Comer
Email: rcomer@dcta.net

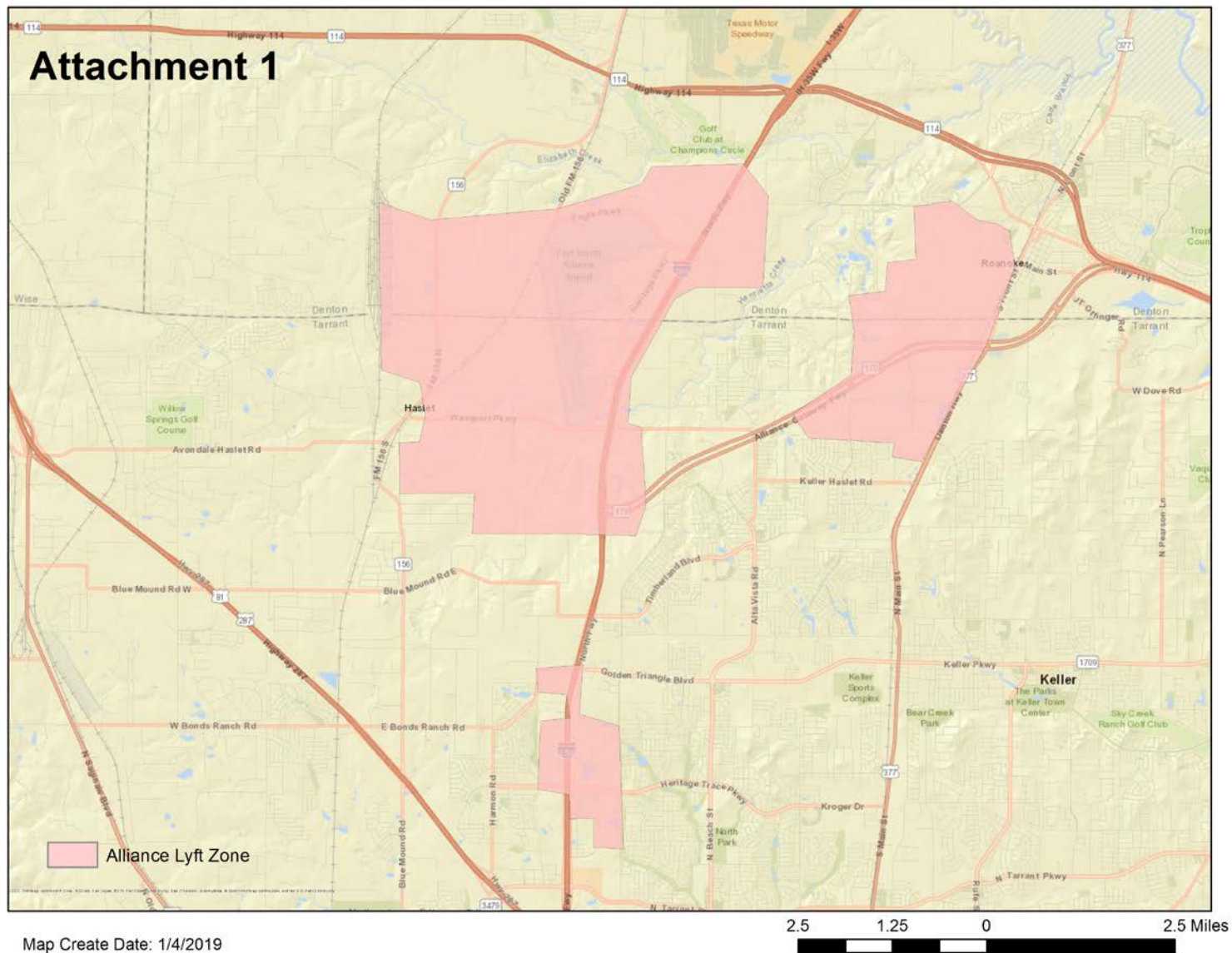
8. **Conditions.**

On July 7, 2017, Lyft and Partner entered into that certain General Services Agreement under which Lyft and Partner agreed to launch Programs in accordance with the General Services Agreement and as specified in specific Task Orders. The terms and conditions of the General Services Agreement shall apply to this Task Order Number 13. If any terms or conditions contained in this Task Order Number 13 are inconsistent with the General Services Agreement, the terms and conditions contained in this Task Order Number 13 will be controlling.

9. **Prohibition of Boycott Israel.**

Lyft verifies that it does not Boycott Israel and agrees that during the term of this Agreement will not Boycott Israel as that term is defined in Texas Government Code Section 808.001, as amended.

ATTACHMENT 1
[Program Map Area]



ATTACHMENT 2

[Monthly Data Reporting]

CONFIDENTIAL/TRADE SECRET - DO NOT FORWARD OR SHARE

MONTHLY REPORT

Trips Data Decoupled

INVOICE

Passenger ID (Anonymized)	Trip Length (5 mile ranges)	Trip Duration (5 minute ranges)	Trip Cost (Actual)	Trip Subsidy (Actual)
34553	0-5	0-5	\$10.15	\$6.15
347477	15-20	15-20	\$25.35	\$21.35
5586	5-10	5-10	\$11.20	\$7.20
44433	20-25	20-25	\$32.40	\$26.40
			\$79.10	\$63.10

NTD REPORTING

Origin (Census Tract)	Destination (Census Tract)	Trip Time Period (AM Peak/Midday/PM Peak/Late Night)	Day of Travel
032013	031631	AM Peak	Monday
031634	032013	Midday	Tuesday
032013	031633	PM Peak	Thursday
031643	032013	Midday	Sunday

	Weekdays	Saturday	Sunday	Total
Overall Mileage of Service	38	4.1	2.1	44.2
Overall Hours of Service	1.2	1.1	1.1	3.4



Board of Directors Memo

December 10, 2020

SUBJECT: Consider Approval of Irving Holdings Task Order 3 Revision 1 for MUTD Taxi Service

Background

On November 12, 2020, in response to the McKinney Urban Transit District's (MUTD) Board's request, the DCTA Board of Directors approved a fifth amendment to the City of McKinney contracted service agreement, extending the ILA from January 1, 2021 through June 30, 2021. To coincide with the MUTD ILA extension of 6 months, staff has drafted Irving Holdings Task Order 3 Revision 1 for the Board's consideration in order to continue MUTD taxi services through the extension of the amended contract.

Irving Holdings Task Order 3 Rev. 1 has a budget increase from \$47,000 for a three-month term to \$197,000 for a nine-month term. The task order budget increase is based on the total cost of Irving Holdings operating taxi service, ridership increases, recent MUTD direction to McKinney staff to increase ridership and MUTD's new matching rate, which was increased from 1:3 to 1:6 on September 1, 2020.

For FY20, the invoiced costs for the task order (card matching funds and Irving Holdings administration fee) calculate to a total of \$130,210, with 11 months of FY20 being on the previous 1:3 matching rate. Excluding COVID-19 decreases in ridership, the trend has been a steady increase in both ridership and cost. In the FY20 months prior to the pandemic ridership impacts, September 2019 – February 2020, taxi ridership had an average of 996 trips taken per month. In October 2020, 816 taxi trips were completed indicating the service continues to recover from ridership declines due to COVID-19 and the new matching rate of 1:6 attracting more ridership.

For additional background, the Fifth Amendment to the City of McKinney MUTD ILA, Task Order 3 and Task Order 3 Revision 1 are included as Exhibits 1-3.

Financial Impact

DCTA will be fully reimbursed by the City of McKinney for the Irving Holdings service including appropriate administrative fees. All related fees are incorporated into the contract terms in the Fifth Amendment to the City of McKinney MUTD ILA.

Recommendation

Staff recommends the Board approve Irving Holdings Task Order 3 Revision 1 for a term of 9 months and a budget of \$197,000 in order to continue taxi services for the duration of the Fifth Amendment to the City of McKinney MUTD ILA.

Exhibits

Exhibit 1: Fifth Amendment to the City of McKinney MUTD ILA

Exhibit 2: Irving Holdings Task Order 3

Exhibit 3: Irving Holdings Task Order 3 Revision 1

Submitted By: Sarah Hultquist
Sarah Hultquist, Mobility Service Coordinator

Reviewed By: L. Baker
Lindsey Baker, Director of Government Affairs

Approved By: Nicole Recker
Nicole Recker, VP of Mobility Services & Administration

STATE OF TEXAS	§	
	§	FIFTH AMENDMENT TO INTERLOCAL
	§	COOPERATION AGREEMENT
COUNTY OF DENTON	§	

This Fifth Amendment to Interlocal Cooperation Agreement is made and entered into by and between Denton County Transportation Authority ("DCTA") and City of McKinney, Texas ("McKinney") (each a "Party" and collectively the "Parties"), acting by and through their authorized representatives.

WHEREAS, the Parties previously entered into that certain Interlocal Cooperation Agreement which was effective June 1, 2017 (the "Agreement"); and

WHEREAS, the Parties entered into the First Amendment to the Agreement dated October 26, 2017; and

WHEREAS, the Parties entered into the Second Amendment to the Agreement dated February 13, 2018; and

WHEREAS, the Parties entered into the Third Amendment to the Agreement dated May 5, 2020; and

WHEREAS, the Parties entered into the Fourth Amendment to the Agreement dated July 10, 2020; and

WHEREAS, the Parties desire to enter into this Fifth Amendment to the Agreement to extend the Term of the Agreement for six (6) months through June 30, 2021, and

WHEREAS, the Parties are authorized to enter into this Fifth Amendment to the Agreement pursuant to the Interlocal Cooperation Act (the "Act"), Chapter 791, Texas Government Code; and

WHEREAS, DCTA and McKinney are units of local government that have the statutory authority under the Act to perform the services set forth in the Agreement and this Fifth Amendment; and

WHEREAS, pursuant to Chapter 460 of the Texas Transportation Code, DCTA is authorized to enter into this Agreement with McKinney to provide the requested bus services; and

WHEREAS, each Party will make any required payments for services from current revenues available to such Party; and

WHEREAS, the Parties agree to amend the Agreement as set forth herein;

NOW THEREFORE, in consideration of the mutual promises contained herein and other valuable consideration the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. That Article II, **Term**, is hereby amended to read as follows:


“2.1 The Term of the Agreement shall be extended through June 30, 2021, unless sooner terminated as provided herein.”

2. The Agreement shall continue in full force and effect except as amended herein. If any terms or conditions contained in this Fifth Amendment to the Agreement are inconsistent with the Agreement or First, Second, Third or Fourth Amendments, the terms and conditions contained in the Fifth Amendment will be controlling.


(signature page to follow)

EXECUTED this 12 day of November, 2020.

Denton County Transportation Authority

By: 
Raymond Suarez, Chief Executive Officer

Approved as to form:

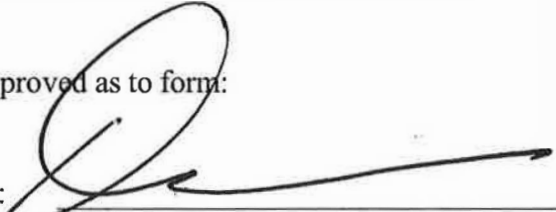
By: 
Joseph J. Gorfida, Jr., General Counsel
(10-20-2020:TM 118665)

EXECUTED this _____ day of _____, 2020.

City of McKinney, Texas

By: 
Paul Grimes, City Manager

Approved as to form:

By: 
Mark S. Houser, City Attorney



Denton County Transportation Authority Task Order

Task Number:	3	Project ID:		Grant #	
Contractor:	Irving Holdings				
PROJECT INFORMATION					
Name:	Collin County Transit: Taxi Voucher Program				
DCTA Account Code: (Contract to be Billed Under)	230-50810			Approved Budget Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Project Lead	Sarah Hultquist				
Requested By	Lindsey Baker				
Cost Estimate					
Not to Exceed Budget	\$47,000				

DESCRIPTION
(Include Scope, Cost, and Deliverables with Schedule)
<p>This Denton County Transportation Authority Task Order #3 ("Task Order #3") shall be governed by the terms and conditions of the General Services Agreement executed by the parties on or around August 2017 ("Agreement"). In the event of any direct conflict between the terms of this Task Order and the terms of the Agreement, then the terms of this Task Order shall control.</p> <p>For clarity, this "Taxi Voucher" program is for elderly, disabled and other qualifying residents who reside in the member cities of the McKinney Urban Transit District (MUTD) with transit services being provided throughout Collin County, Texas (the service area).</p> <p>The term of this task order shall begin on October 1, 2020, and continue for a period of three months, through December 31, 2020, unless sooner terminated or extended as provided herein (the "Term"). The task order total budget is \$47,000 for a three month term.</p>

SIGNATURES/APPROVALS			
Contractor:		Date	9/25/2020
Nicole Recker Department Head		Date	9/25/2020



Collin County Transit Overview | October 1, 2020

Task Order #3

Scope of Services for Transit Services

1. Overall Intent

- 1.1 The intent of this Task Order is for Irving Holdings, Inc., to provide on behalf of DCTA, transit services through a "Taxi Voucher" program for Elderly, Disabled, and other qualifying residents who reside in the member cities of the McKinney Urban Transit District (MUTD) with transit services being provided throughout Collin County, Texas (the Service Area). Services provided by Irving Holdings shall include Taxi services for qualified customers, including customers with specific mobility devices as defined later in this task order.
- 1.2 DCTA will provide supporting service to facilitate the implementation of the program and on-going contract management and program compliance. This Scope of Services establishes a framework for the ongoing program of services. Changes required to meet the needs of the program may be made by mutual written agreement of the DCTA Contracting Officer and an authorized representative of Irving Holding, Inc.

2. Term of Services

- 2 The initial term of this Task Order shall begin October 1, 2020 and continue for a period of 3 months ending on December 31, 2020 unless terminated in writing with a 60-day notice.

3. Compliance with Americans with Disabilities Act and Other Laws

- 3.1 Irving Holdings shall comply with the requirements of the Americans with Disabilities Act, as amended, in providing the Transit Services. In addition, Irving Holdings acknowledges, and understands that it is responsible for compliance with, and agrees to comply with, all other federal, state and local laws, statutes, ordinances, regulations and policies, as they exist, may be amended or in the future arising, applicable to DCTA and the Transit Services provided under this Task Order. Irving Holdings shall ensure that its officers, employees, agents, contractors and other parties performing services for or on behalf of DCTA comply with all applicable laws, statutes, ordinances, regulations and policies.

4. Licensure

- 4.1 All vehicles providing Transit Services shall be operated by an operator duly licensed by the State of Texas and in current possession of said license to operate vehicles.

5. DCTA Responsibilities

Overall Program Management.

- 5.1 DCTA will be responsible for the overall management of the program with the City of McKinney and the successful delivery of the services and management of this Task Order Scope of Services.

Eligibility Certification.

- 5.2 DCTA will certify the eligibility of qualified residents based on the current policy established by the McKinney Urban Transit District and transmit this list of qualified residents to Irving Holdings. Certifications are currently conducted via mail, email, phone, or in person at DCTA offices. Additional on-site eligibility opportunities will be coordinated with City of McKinney staff.

Customer Service.

- 5.3 DCTA will provide customer service support to handle general program inquiries and passenger qualifications at 940.243.0077 and online at <https://www.dcta.net/rider-info/411/go-request>.

Support to City of McKinney and McKinney Urban Transit District.

- 5.4 DCTA will participate in reasonable meetings of the City of McKinney, the McKinney Urban Transit District, and regulatory agencies to ensure the success of the program.

6. Irving Holdings Responsibilities – Taxi Voucher Program Scope of Services

Support to DCTA and the City of McKinney and McKinney Urban Transit District.

- 6.1 Irving Holdings, upon request of DCTA shall participate as necessary, in reasonable meetings with DCTA and the City of McKinney, the McKinney Urban Transit District, and regulatory agencies to ensure the success of the program.

Reporting.

- 6.2 Irving Holdings shall support audit, TxDOT, FTA, and National Transit Database reporting and compliance requirements.
- 6.3 Irving Holdings will provide reports on debit card loading/balances, trip reports, and additional information necessary to monitor service performance and meet federal, State and local reporting requirements.
- 6.4 Irving Holdings shall provide special reporting as requested by DCTA on an as needed basis.
- 6.5 All reports are due to DCTA by the fifth business day after month end.

Debit Card Issue/Reloading.

- 6.6 Irving Holdings will reload, replace lost cards (fee charged), and report all values loaded on the card. The initial guidance is to provide a match (eligible passenger contributing will receive value

on their debit card) with a maximum balance at any one time of and a maximum loading of in any given month. DCTA will work closely with City staff to monitor the allowable load rate to ensure budget limitations are sustained.

Trip Dispatch.

- 6.7 Irving Holdings will provide 24/7 dispatch operations using 972.728.6789, the dedicated phone number for Collin County Transit.

Fleet and service expectations.

- 6.8 Irving Holdings will send clean and safe vehicles to the requested locations within promised time windows. This will include mobility device accessible vehicles, if requested. See 6.16.

Service Details.

- 6.9 Irving Holdings, DCTA's contractor, will operate service and will be responsible for call center operations, scheduling, dispatching, driver operations and management, vehicle maintenance, safety and licensing requirements, fare and data collection, as well as all reporting.
- 6.10 Irving holdings will provide Taxi Services in support of this Task Order Monday through Friday, 6 a.m. to 6 p.m. and Saturday, 8 a.m. to 6 p.m. All requests received for first or last pick-up times during these service hours will be accepted. (Request for pickup at 6 a.m. or 6 p.m.)
- 6.11 Taxi fares will be based on standard meter rates and origin/destination.
- 6.12 The service area shall include municipalities that are predominately located in Collin County, Texas.
- 6.13 Eligibility shall be determined by DCTA, and DCTA shall provide Irving Holdings with a list of eligible program participants on an agreed upon schedule by both DCTA and Irving Holdings.
- 6.14 Customers who qualify will receive an introductory packet from DCTA that will include their qualification approval letter, detailed instructions on how to request and load their debit card with funds, and instructions on how to schedule a trip.

Fleet Vehicles.

- 6.15 Irving Holdings shall ensure that safe, clean, accessible vehicles are available to deliver timely Taxi services sufficient to meet the demand and maintain on-time performance.
- 6.16 Taxi service will be provided to eligible customers, including those with wheeled devices measuring up to 30" wide / 55" high / 48" deep and weighing up to 600 pounds (total weight of device plus occupant).
- 6.17 If a customer's specific mobility needs are beyond that of what Irving Holdings can provide (based on the restrictions above), the individual will be certified for the demand response service to be directly provided by DCTA

Loading of the Debit Cards provided by Irving Holdings

- 6.18** The customer can call Irving Holdings at 682.334.8045 and load a maximum of \$85 on their debit card (in \$5 increments). The customer contribution will be matched 1:6 for a total value of up to \$595 maximum matching per month and \$600 total card value:

Rider Payment	Taxi Subsidy Received	Taxi Debit Card Value
\$5	\$30	\$35
\$10	\$60	\$70
\$15	\$90	\$105
\$20	\$120	\$140
\$25	\$150	\$175
\$30	\$180	\$210
\$35	\$210	\$245
\$40	\$240	\$280
\$45	\$270	\$315
\$50	\$300	\$350
\$55	\$330	\$385
\$60	\$360	\$420
\$65	\$390	\$455
\$70	\$420	\$490
\$75	\$450	\$525
\$80	\$480	\$560
\$85	\$510	\$595

- 6.19** Irving Holdings shall take debit card, credit card or a pre-paid Visa or Master Card gift card over the phone.

- 6.20** Irving Holdings shall also accept and process cash, checks, or money orders via mail.

Reloading of Debit Cards

- 6.21** Customers may re-load their card each month, not to exceed the total value of up to \$600 maximum per month.

- 6.22** Un-used funds will roll over to the next month, however, in this case the customer will only be able to reload their debit card for the difference of their rollover balance up to \$600.

Booking a Trip.

Irving Holdings shall ensure the following process is used regarding the booking of trips:

- 6.23 Customers contact Irving Holdings at 972.728.6789. Trips can be booked 24 hours a day, seven (7) days a week, 365 days per year. Customers are encouraged to make trip requests at least two (2) hours in advance. Requests by passengers with special accessibility needs are encouraged to make trip requests by 5 p.m. on the day prior to requested service.
- 6.24 Irving Holdings shall make the best attempt to schedule service for customers who call with less than the suggested notice. The customer will schedule a trip by identifying the program account number, their individual account number; date, time, origin, and destination of the requested trip; and number of travel companions, and their special mobility needs, if any. Irving Holdings will provide an estimated trip cost upon request.
- 6.25 Irving Holdings will allow customers to schedule their return trip at the same time as the original trip, or to schedule the return trip after the fact if the exact return time is unknown.
- 6.26 Irving Holdings shall provide for Subscription service for customers who need to schedule a regularly occurring trip(s) (e.g., same day/same time/weekly).
- 6.27 Irving Holdings will accept trip requests up to seven (7) days in advance.
- 6.28 Irving Holdings will notify DCTA, monthly, regarding trips booked outside the service parameters, individuals who have possibly moved, individuals who have gone negative on their debit card balance.

Customer Takes a Trip

- 6.29 Irving Holdings will operate Collin County Transit service on a 0-to-20-minute window for scheduled pick-ups.
- 6.30 The vehicle is considered on time when it arrives within the assigned 20-minute ready-time window (e.g., 10 minutes before or 10 minutes after the requested/scheduled pick-up time).
- 6.31 Passengers are encouraged to be ready 10 minutes prior to the scheduled arrival time and are expected to board within the first five (5) minutes of the vehicle arriving.
- 6.32 Service shall be provided curb-to-curb.
- 6.33 It is expected that the customer must be able to get themselves and any required equipment into and out of the taxi.
- 6.34 Ensure service animals are permitted on vehicles for those customers requiring service animal assistance, in compliance with the Americans with Disabilities Act.
- 6.35 Irving Holdings will allow trip cancellations up to two (2) hours before the scheduled pick-up time.

6.36 Irving Holdings shall track and report to DCTA the occurrence of customer cancellations and no-shows, as customers may be penalized for excessive cancellations or no-shows.

6.37 Irving Holdings will make every effort to provide the trip as requested. However, trip requests may be denied due to capacity constraints or eligibility.

Customer Payment

6.38 The one-way fare is based on the origin and destination requested by the customer; basic meter rates apply. \$2.25 is the boarding fee plus \$1.80 per mile. Traffic delay time/waiting-time charge of \$.45 per every 1.5 minutes will apply. Riders may be responsible for any toll charges the trip may require as part of the fare.

6.39 Fares are to be paid using the taxi debit card. Taxi drivers will accept cash and credit card for any additional payments.

6.40 Personal Care Attendants (PCA) and guests may accompany a customer. Payment will be based upon McKinney Urban Transit District Board policy.

6.41 If the total fare is more than what is available on the debit card, it is the customer's responsibility to pay the difference (cash or credit card).

6.42 Taxi debit cards are not to be used for tipping.

Debit Card Balance

6.43 Irving Holdings shall provide for the following: allow customers to provide their email address to opt in to receive low balance alerts; low balance alerts are to be sent via email once a debit card balance has reached \$20 or less; allow for customers to provide their email address or update their email address with Irving Holdings by calling 682.334.8045; Allow for customers to contact Irving Holdings at 682.334.8045 to obtain their balance and confirm receipt of payment.

6.44 Irving Holdings shall notify DCTA if an individual is to run out of funds twice in a 30-day period.

Lost, Stolen, or Damaged Debit Cards

6.45 Irving Holdings shall provide for the following: Customers to report a lost, stolen or damaged debit card to Irving Holdings at 682.334.8045.

6.46 Upon notification by the customer of a lost, stolen, or damaged card, Irving Holdings will immediately deactivate the lost, stolen, or damaged card.

6.47 Irving Holdings may charge the customer up to \$1 dollar for each replacement card.

6.48 Irving Holdings will process all replacement card requests as expeditiously as possible, but not more than five business days from the date of the original request.

6.49 Any unused funds remaining on the lost, stolen, or damaged card will be transferred to the replacement card and mailed to the customer.

Customer Service

6.50 Customers will call Irving Holdings at 972.728.6789 for questions related to booking a trip, a trip already booked, or other service-related questions.

6.51 Irving Holdings shall ensure customer calls are answered in an expedient manner with minimal wait time and dropped calls.

6.52 The customer shall call DCTA Customer Service at 940.243.0077 with questions regarding how the program works, to determine eligibility for the program, and to provide feedback on the service provided.

6.53 DCTA Customer Service is available Monday through Friday from 5 a.m. to 7 p.m. and Saturdays from 8 a.m. to 4 p.m.

6.54 Irving Holdings shall respond to customer complaints, forwarded by DCTA, as expeditiously as possible, but not more than three business days from the initial inquiry.

Invoicing and Payment

6.55 Weekly, Irving Holdings will invoice DCTA based on the matching funds loaded on to authorized customer's debit cards the previous week. Supporting documentation will be provided in a mutually agreeable format.

6.56 Monthly, Irving Holdings will invoice DCTA for their 15% administrative fee based on the cost of the actual trips taken in the prior month. Supporting documentation will be provided in a mutually agreeable format.



Denton County Transportation Authority Task Order

Task Number:	3 Rev. 1	Project ID: 	Grant #:
Contractor:	Irving Holdings		
PROJECT INFORMATION			
Name:	Collin County Transit: Taxi Voucher Program		
DCTA Account Code: (Contract to be Billed Under)	230-50810	Approved Budget Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	
Project Lead	Sarah Hultquist		
Requested By	Lindsey Baker		
Cost Estimate			
Not to Exceed Budget	\$197,000 (October 1, 2020, through June 30, 2021)		

DESCRIPTION
<p>(Include Scope, Cost, and Deliverables with Schedule)</p> <p>This Denton County Transportation Authority Task Order #3 Rev.1 ("Task Order #3 Rev. 1") shall be governed by the terms and conditions of the General Services Agreement executed by the parties on or around May 2017 ("Agreement"). In the event of any direct conflict between the terms of this Task Order and the terms of the Agreement, then the terms of this Task Order shall control.</p> <p>For clarity, this "Taxi Voucher" program is for elderly, disabled and other qualifying residents who reside in the member cities of the McKinney Urban Transit District (MUTD) with transit services being provided throughout Collin County, Texas (the service area).</p> <p>The term of this task order shall begin on October 1, 2020, and continue for a period of three months, through December 31, 2020, unless sooner terminated or extended as provided herein (the "Term"). The task order total budget is \$47,000.</p> <p>Revision 1 extends the term from January 1, 2021, through June 30, 2021, unless sooner terminated or extended as provided herein (the "Term"). The revised task order budget is \$197,000.</p>

SIGNATURES/APPROVALS			
Contractor:		Date	
Raymond Suarez CEO		Date	



Collin County Transit Overview | January 1, 2021

Task Order #3 Rev 1

Scope of Services for Transit Services

1. Overall Intent

- 1.1 The intent of this Task Order is for Irving Holdings, Inc., to provide on behalf of DCTA, transit services through a "Taxi Voucher" program for Elderly, Disabled, and other qualifying residents who reside in the member cities of the McKinney Urban Transit District (MUTD) with transit services being provided throughout Collin County, Texas (the Service Area). Services provided by Irving Holdings shall include Taxi services for qualified customers, including customers with specific mobility devices as defined later in this task order.
- 1.2 DCTA will provide supporting service to facilitate the implementation of the program and on-going contract management and program compliance. This Scope of Services establishes a framework for the ongoing program of services. Changes required to meet the needs of the program may be made by mutual written agreement of the DCTA Contracting Officer and an authorized representative of Irving Holding, Inc.

2. Term of Services

- 2 The initial term of this revised Task Order shall begin January 1, 2021 and continue for a period of 6 months ending on June 30, 2021 unless terminated in writing with a 60-day notice.

3. Compliance with Americans with Disabilities Act and Other Laws

- 3.1 Irving Holdings shall comply with the requirements of the Americans with Disabilities Act, as amended, in providing the Transit Services. In addition, Irving Holdings acknowledges, and understands that it is responsible for compliance with, and agrees to comply with, all other federal, state and local laws, statutes, ordinances, regulations and policies, as they exist, may be amended or in the future arising, applicable to DCTA and the Transit Services provided under this Task Order. Irving Holdings shall ensure that its officers, employees, agents, contractors and other parties performing services for or on behalf of DCTA comply with all applicable laws, statutes, ordinances, regulations and policies.

4. Licensure

- 4.1 All vehicles providing Transit Services shall be operated by an operator duly licensed by the State of Texas and in current possession of said license to operate vehicles.

5. DCTA Responsibilities

Overall Program Management.

- 5.1 DCTA will be responsible for the overall management of the program with the City of McKinney and the successful delivery of the services and management of this Task Order Scope of Services.

Eligibility Certification.

- 5.2 DCTA will certify the eligibility of qualified residents based on the current policy established by the McKinney Urban Transit District and transmit this list of qualified residents to Irving Holdings. Certifications are currently conducted via mail, email, phone, or in person at DCTA offices. Additional on-site eligibility opportunities will be coordinated with City of McKinney staff.

Customer Service.

- 5.3 DCTA will provide customer service support to handle general program inquiries and passenger qualifications at 940.243.0077 and online at <https://www.dcta.net/rider-info/411/go-request>.

Support to City of McKinney and McKinney Urban Transit District.

- 5.4 DCTA will participate in reasonable meetings of the City of McKinney, the McKinney Urban Transit District, and regulatory agencies to ensure the success of the program.

6. Irving Holdings Responsibilities – Taxi Voucher Program Scope of Services

Support to DCTA and the City of McKinney and McKinney Urban Transit District.

- 6.1 Irving Holdings, upon request of DCTA shall participate as necessary, in reasonable meetings with DCTA and the City of McKinney, the McKinney Urban Transit District, and regulatory agencies to ensure the success of the program.

Reporting.

- 6.2 Irving Holdings shall support audit, TxDOT, FTA, and National Transit Database reporting and compliance requirements.
- 6.3 Irving Holdings will provide reports on debit card loading/balances, trip reports, and additional information necessary to monitor service performance and meet federal, State and local reporting requirements.
- 6.4 Irving Holdings shall provide special reporting as requested by DCTA on an as needed basis.

6.5 All reports are due to DCTA by the fifth business day after month end.

Debit Card Issue/Reloading.

6.6 Irving Holdings will reload, replace lost cards (fee charged), and report all values loaded on the card. The initial guidance is to provide a match (eligible passenger contributing will receive value on their debit card) with a maximum balance at any one time of and a maximum loading of in any given month. DCTA will work closely with City staff to monitor the allowable load rate to ensure budget limitations are sustained.

Trip Dispatch.

6.7 Irving Holdings will provide 24/7 dispatch operations using 972.728.6789, the dedicated phone number for Collin County Transit.

Fleet and service expectations.

6.8 Irving Holdings will send clean and safe vehicles to the requested locations within promised time windows. This will include mobility device accessible vehicles, if requested. See 6.16.

Service Details.

6.9 Irving Holdings, DCTA's contractor, will operate service and will be responsible for call center operations, scheduling, dispatching, driver operations and management, vehicle maintenance, safety and licensing requirements, fare and data collection, as well as all reporting.

6.10 Irving holdings will provide Taxi Services in support of this Task Order Monday through Friday, 6 a.m. to 6 p.m. and Saturday, 8 a.m. to 6 p.m. All requests received for first or last pick-up times during these service hours will be accepted. (Request for pickup at 6 a.m. or 6 p.m.)

6.11 Taxi fares will be based on standard meter rates and origin/destination.

6.12 The service area shall include municipalities that are predominately located in Collin County, Texas.

6.13 Eligibility shall be determined by DCTA, and DCTA shall provide Irving Holdings with a list of eligible program participants on an agreed upon schedule by both DCTA and Irving Holdings.

6.14 Customers who qualify will receive an introductory packet from DCTA that will include their qualification approval letter, detailed instructions on how to request and load their debit card with funds, and instructions on how to schedule a trip.

Fleet Vehicles.

6.15 Irving Holdings shall ensure that safe, clean, accessible vehicles are available to deliver timely Taxi services sufficient to meet the demand and maintain on-time performance.

6.16 Taxi service will be provided to eligible customers, including those with wheeled devices measuring up to 30" wide / 55" high / 48" deep and weighing up to 600 pounds (total weight of device plus occupant).

6.17 If a customer's specific mobility needs are beyond that of what Irving Holdings can provide (based on the restrictions above), the individual will be certified for the demand response service to be directly provided by DCTA

Loading of the Debit Cards provided by Irving Holdings

6.18 The customer can call Irving Holdings at 682.334.8045 and load a maximum of \$85 on their debit card (in \$5 increments). The customer contribution will be matched 1:6 for a total value of up to \$595 maximum matching per month and \$600 total card value:

Rider Payment	Taxi Subsidy Received	Taxi Debit Card Value
\$5	\$30	\$35
\$10	\$60	\$70
\$15	\$90	\$105
\$20	\$120	\$140
\$25	\$150	\$175
\$30	\$180	\$210
\$35	\$210	\$245
\$40	\$240	\$280
\$45	\$270	\$315
\$50	\$300	\$350
\$55	\$330	\$385
\$60	\$360	\$420
\$65	\$390	\$455
\$70	\$420	\$490
\$75	\$450	\$525
\$80	\$480	\$560
\$85	\$510	\$595

6.19 Irving Holdings shall take debit card, credit card or a pre-paid Visa or Master Card gift card over the phone.

6.20 Irving Holdings shall also accept and process cash, checks, or money orders via mail.

Reloading of Debit Cards

6.21 Customers may re-load their card each month, not to exceed the total value of up to \$600 maximum per month.

6.22 Un-used funds will roll over to the next month, however, in this case the customer will only be able to reload their debit card for the difference of their rollover balance up to \$600.

Booking a Trip.

Irving Holdings shall ensure the following process is used regarding the booking of trips:

6.23 Customers contact Irving Holdings at 972.728.6789. Trips can be booked 24 hours a day, seven (7) days a week, 365 days per year. Customers are encouraged to make trip requests at least two (2) hours in advance. Requests by passengers with special accessibility needs are encouraged to make trip requests by 5 p.m. on the day prior to requested service.

6.24 Irving Holdings shall make the best attempt to schedule service for customers who call with less than the suggested notice. The customer will schedule a trip by identifying the program account number, their individual account number; date, time, origin, and destination of the requested trip; and number of travel companions, and their special mobility needs, if any. Irving Holdings will provide an estimated trip cost upon request.

6.25 Irving Holdings will allow customers to schedule their return trip at the same time as the original trip, or to schedule the return trip after the fact if the exact return time is unknown.

6.26 Irving Holdings shall provide for Subscription service for customers who need to schedule a regularly occurring trip(s) (e.g., same day/same time/weekly).

6.27 Irving Holdings will accept trip requests up to seven (7) days in advance.

6.28 Irving Holdings will notify DCTA, monthly, regarding trips booked outside the service parameters, individuals who have possibly moved, individuals who have gone negative on their debit card balance.

Customer Takes a Trip

6.29 Irving Holdings will operate Collin County Transit service on a 0-to-20-minute window for scheduled pick-ups.

6.30 The vehicle is considered on time when it arrives within the assigned 20-minute ready-time window (e.g., 10 minutes before or 10 minutes after the requested/scheduled pick-up time).

6.31 Passengers are encouraged to be ready 10 minutes prior to the scheduled arrival time and are expected to board within the first five (5) minutes of the vehicle arriving.

- 6.32 Service shall be provided curb-to-curb.
- 6.33 It is expected that the customer must be able to get themselves and any required equipment into and out of the taxi.
- 6.34 Ensure service animals are permitted on vehicles for those customers requiring service animal assistance, in compliance with the Americans with Disabilities Act.
- 6.35 Irving Holdings will allow trip cancellations up to two (2) hours before the scheduled pick-up time.
- 6.36 Irving Holdings shall track and report to DCTA the occurrence of customer cancellations and no-shows, as customers may be penalized for excessive cancellations or no-shows.
- 6.37 Irving Holdings will make every effort to provide the trip as requested. However, trip requests may be denied due to capacity constraints or eligibility.

Customer Payment

- 6.38 The one-way fare is based on the origin and destination requested by the customer; basic meter rates apply. \$2.25 is the boarding fee plus \$1.80 per mile. Traffic delay time/waiting-time charge of \$.45 per every 1.5 minutes will apply. Riders may be responsible for any toll charges the trip may require as part of the fare.
- 6.39 Fares are to be paid using the taxi debit card. Taxi drivers will accept cash and credit card for any additional payments.
- 6.40 Personal Care Attendants (PCA) and guests may accompany a customer. Payment will be based upon McKinney Urban Transit District Board policy.
- 6.41 If the total fare is more than what is available on the debit card, it is the customer's responsibility to pay the difference (cash or credit card).
- 6.42 Taxi debit cards are not to be used for tipping.

Debit Card Balance

- 6.43 Irving Holdings shall provide for the following: allow customers to provide their email address to opt in to receive low balance alerts; low balance alerts are to be sent via email once a debit card balance has reached \$20 or less; allow for customers to provide their email address or update their email address with Irving Holdings by calling 682.334.8045; Allow for customers to contact Irving Holdings at 682.334.8045 to obtain their balance and confirm receipt of payment.
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- 6.50 Customers will call Irving Holdings at 972.728.6789 for questions related to booking a trip, a trip already booked, or other service-related questions.
- 6.51 Irving Holdings shall ensure customer calls are answered in an expedient manner with minimal wait time and dropped calls.
- 6.52 The customer shall call DCTA Customer Service at 940.243.0077 with questions regarding how the program works, to determine eligibility for the program, and to provide feedback on the service provided.
- 6.53 DCTA Customer Service is available Monday through Friday from 5 a.m. to 7 p.m. and Saturdays from 8 a.m. to 4 p.m.
- 6.54 Irving Holdings shall respond to customer complaints, forwarded by DCTA, as expeditiously as possible, but not more than three business days from the initial inquiry.

Invoicing and Payment

- 6.55 Weekly, Irving Holdings will invoice DCTA based on the matching funds loaded on to authorized customer's debit cards the previous week. Supporting documentation will be provided in a mutually agreeable format.
- 6.56 Monthly, Irving Holdings will invoice DCTA for their 15% administrative fee based on the cost of the actual trips taken in the prior month. Supporting documentation will be provided in a mutually agreeable format.

Board of Directors Memo

December 10, 2020

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.

Financial Impact

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.

Recommendation

For information only. No action required.

Submitted By:



Athena Forrester, AVP of Regulatory Compliance

Board of Directors Memo

December 10, 2020

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:	2020-11
	Revision	<input type="checkbox"/>		

	Working Budget	Budget Revision Amount	Revised Budget
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TRANSFERS WITHIN EXISTING BUDGET

CAPITAL:	Major Maintenance Rail 2020 (61720)	\$	2,024,826	\$	(1,623,962)	\$	400,864
OPERATING:	Passenger Amenities Maintenance (620-50317)	\$	-	\$	34,150	\$	34,150
	Third Party Maintenance (620-50316)	\$	1,000	\$	1,589,812	\$	1,590,812
	Net Impact	\$	2,025,826	\$	-	\$	2,025,826

CAPITAL:	Brownfield Remediation (61605)	\$	385,000	\$	(27,157)	\$	357,843
OPERATING:	Professional Services (620-50309)	\$	130,000	\$	27,157	\$	157,157
	Net Impact	\$	515,000	\$	-	\$	515,000

CAPITAL:	Major Maintenance Bus 2020 (50306)	\$	125,000	\$	(109,470)	\$	15,530
OPERATING:	Facilities Maintenance (500-50318)	\$	129,320	\$	109,470	\$	238,790
	Net Impact	\$	254,320	\$	-	\$	254,320

Net Revision Impact	\$	-
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Financial Impact

Capital projects are set up in order to track all project-related expenses. Once the project is closed, it is determined which project is classified as a capital project and which will be expensed as operating. As we receive the final FY20 related invoices, we have reviewed the capital projects and made the determination the following projects will be expensed to operating. Budget Revision 2020-11 transfers the associated budget from capital to the necessary operating budget line item to offset these expenses. Overall, there is not a net change to the FY20 budget.



Identified Need

Provides the Board of Directors a monthly status on any budget transfers completed.

Recommendation

For information only. No action 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:

A handwritten signature in blue ink that reads "Amanda Riddle".

Amanda Riddle
Senior Manager of Budget

Approval:

A handwritten signature in blue ink that reads "Marisa Perry".

Marisa Perry, CPA
Chief Financial Officer/VP of Finance

Board of Directors Memo

December 10, 2020

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-FY21 with the associated COVID impacts.

Unlinked Passenger Trips

Mode	July	August	September	October	Jul-Oct % Change	Sep-Oct % Change
Bus	17,056	30,109	54,773	54,725	220.9%	-0.1%
A-train	6,846	7,431	8,206	9,018	16.1%	10.4%
Access	1,134	1,245	1,229	1,654	3.0%	-1.3%
On-Demand	789	731	747	267	0.7%	2.2%

S:\STRATEGIC PLANNING\ServicePlaningSupport\Trend Analysis\[FY19_FY20_FY21_Compare111220.xlsx]Lines

October bus ridership was relatively unchanged from September while A-train passenger boardings increased by about 10 percent during the same period.

Average monthly A-train passenger trips during the March-October 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 Riderhsip (March-October 2020)	8,558	-73.1%

S:\STRATEGIC PLANNING\COVID19\RidershipImpacts\[A-trainCOVIDTrend_111220.xlsx]Sheet1

Exhibits

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



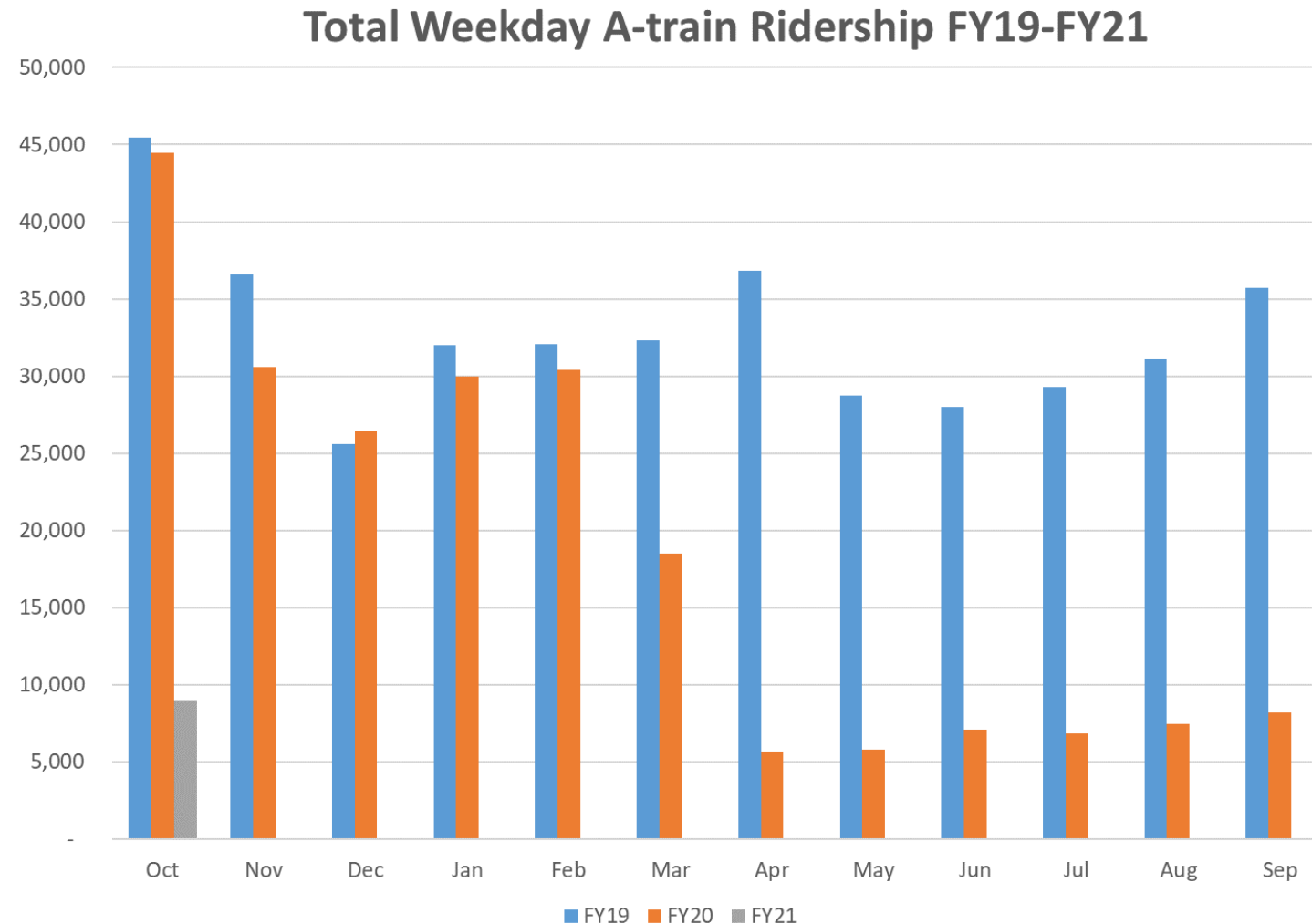
A handwritten signature in black ink, appearing to read "Tim", is written above a horizontal line.

Submitted By: _____
Tim Palermo, Planning & Data Analytics Manager

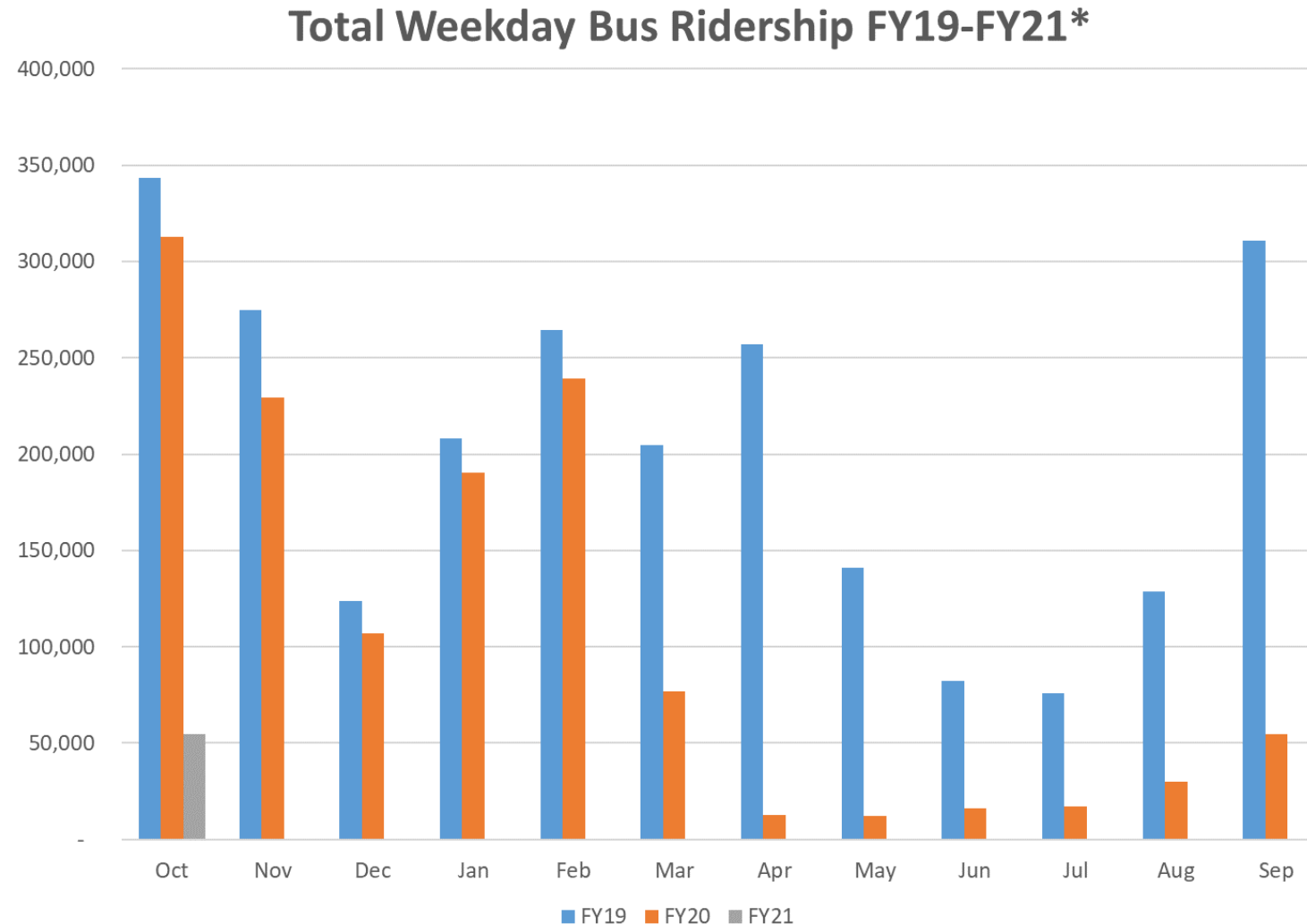
A handwritten signature in blue ink, appearing to read "Kristina Holcomb", is written above a horizontal line.

Approval: _____
Kristina Holcomb, Deputy CEO

FY19-FY21 Total Monthly Ridership – A-train

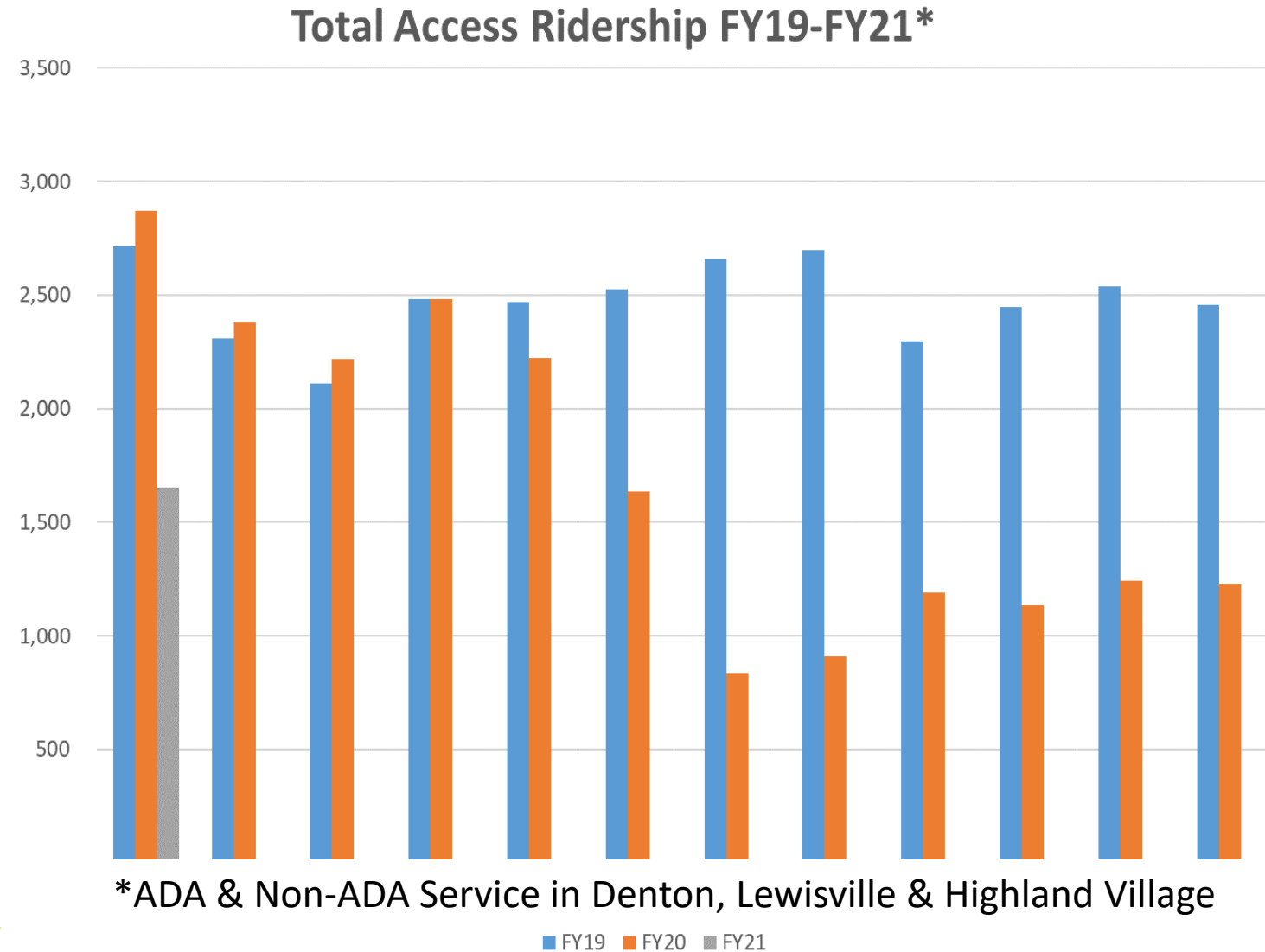


FY19-FY21 Total Monthly Ridership – Bus

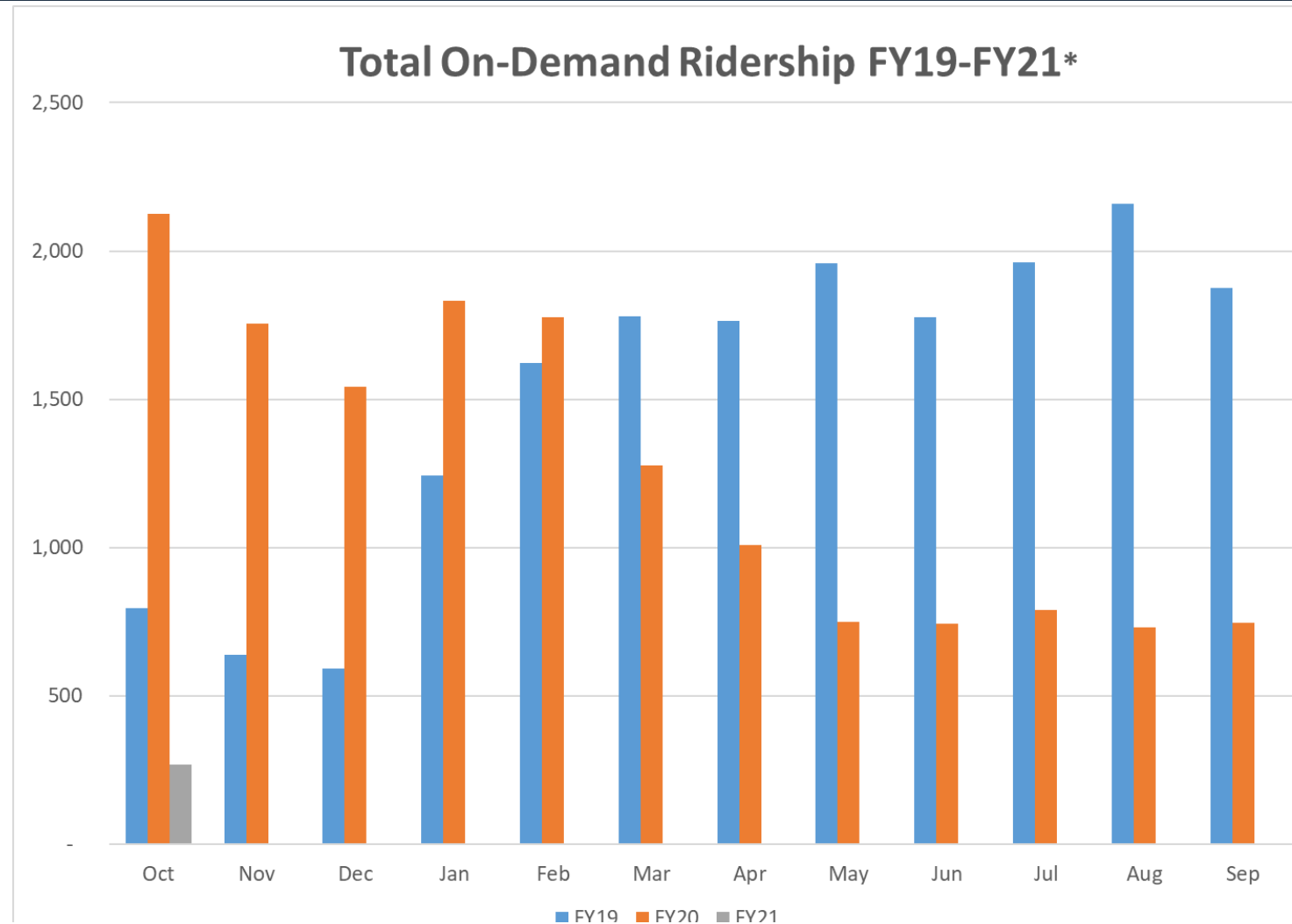


*UNT, NCTC, Denton, Lewisville, and Highland Village Connect Service.

FY19-FY21 Total Monthly Ridership – Access

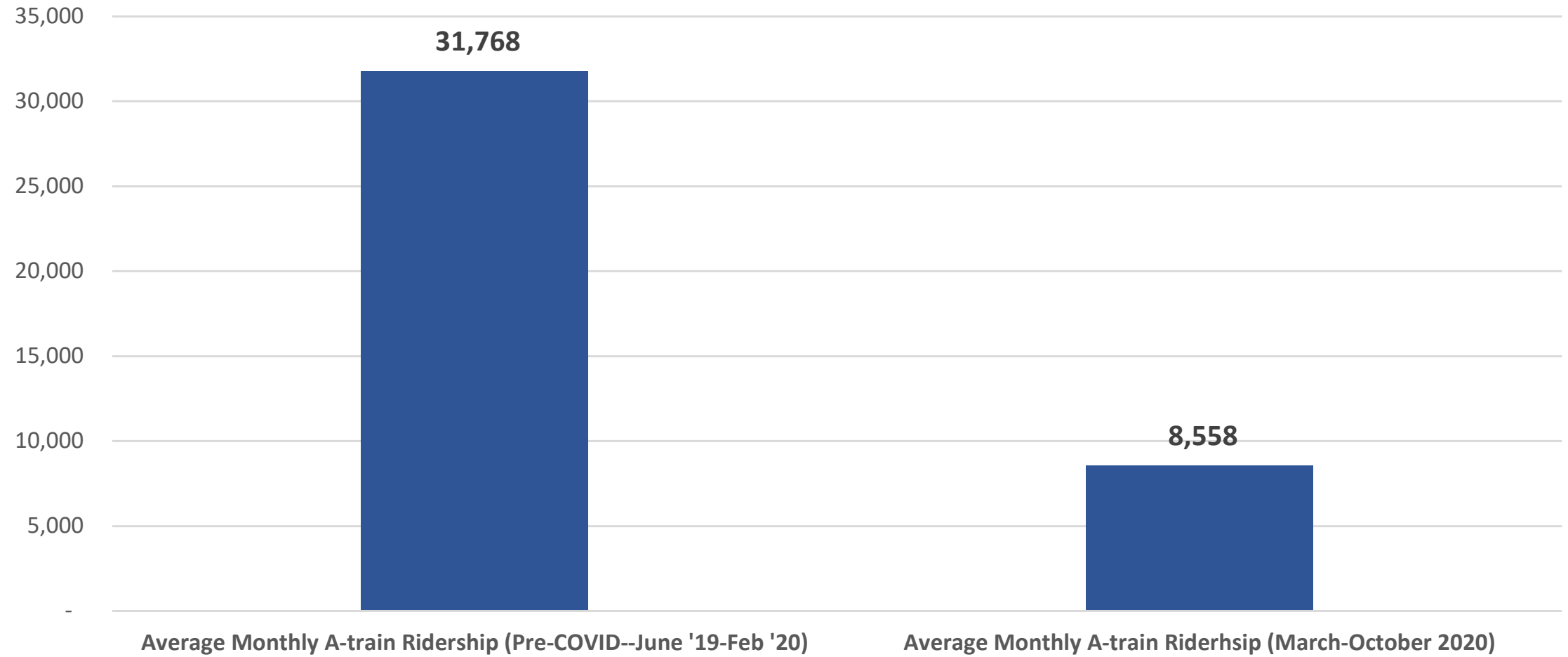


FY19-FY21 Total Monthly Ridership – On-Demand

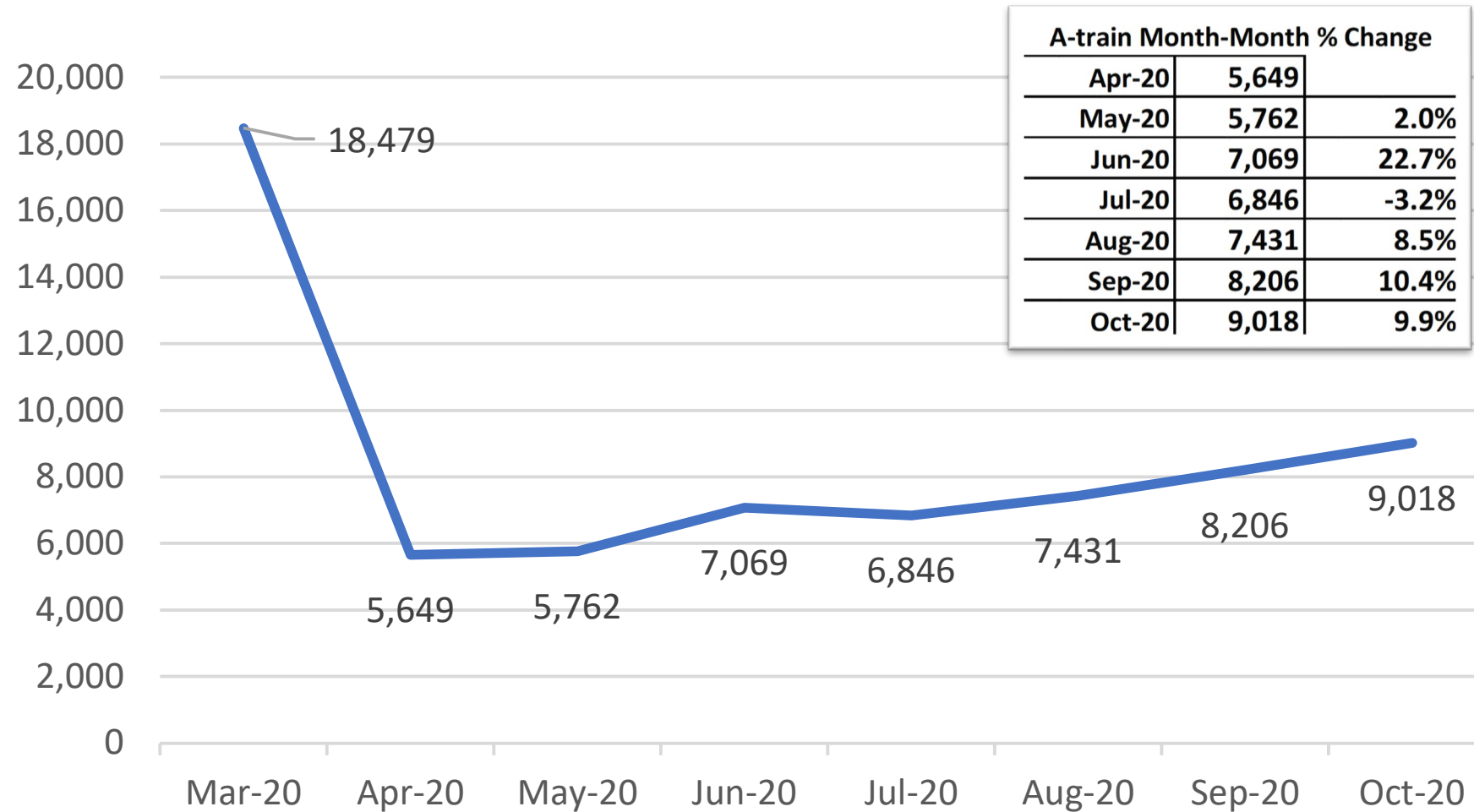


*Frisco, Collin County Transit and Zoned Service In Denton & Highland Village

Pre-COVID Average Monthly A-train Ridership and Current Average



Monthly A-train Ridership Trend: March - October 2020





October 2020 Social Service Agency Roundtable Recap Report

October 27 (Lewisville) & October 29 (Denton)

MEETING & PROMOTION OVERVIEW



Purpose

The purpose of the Social Service Agency Roundtable is to establish and maintain collaborative relationships and partnerships with social service agencies throughout Denton County. This ensures that DCTA is collectively meeting the needs of our community.



Lewisville Meeting Details

Location:

Virtual Meeting

Date: Tuesday, October 27, 2020

Time: 9 a.m. – 10:30 a.m.

Invitations: 188

RSVPS:

28 Accepted

10 Tentative

23 Declined

Actual Attendees: 12 Community; 4 DCTA staff

Agencies in Attendance: NCTCOG, City of Lewisville, Denton County Public Health, Salvation Army, North Texas Food Bank, MHMR, Grace Like Rain, Giving Hope, Inc.



Denton Meeting Details

Location:
Virtual Meeting

Date: Thursday, October 29, 2020

Time: 9 a.m. – 10:30 a.m.

Invitations: 143

RSVPS:
26 Accepted
6 Tentative
11 Declined

Actual Attendees: 16 Community; 4 DCTA Staff

Agencies in attendance: NCTCOG, United Way, Denton MHMR, Denton County Public Health, Denton County Veterans Service, City of Denton, NCTC, Salvation Army, 29Acres



Meeting Agenda



SOCIAL SERVICE AGENCY ROUNDTABLES VIRTUAL MEETING
LEWISVILLE - October 27, 2020
DENTON - October 29, 2020

AGENDA

Welcome and Introductions

- Mary Worthington, Community Relations Manager

Updates & Collateral

- Transformation Initiative – What is it and Why is it Important?
Nicole Recker, VP of Mobility Services and Administration
- Veteran Flyer – [Complete and Online](#)
- Span Flyer – [Complete and Online](#)
- QR Code Map/Schedule Menu – New!

Service Updates

- On Demand and Access Services (Sarah Hultquist, Mobility Coordinator & Rusty Comer, Manager of Bus Administration)
- COVID -19 - Safety and Cleaning Protocols
- A-train – has returned to pre Covid service levels

August 24, 2020 Service Changes for ready reference

Service	August 24 Changes
Denton Connect Route 1	Continued
Denton Connect Route 2	Continued
Denton Connect Route 3	Enhance on-time performance
Denton Connect Route 4	Updated to pre-COVID service levels
Denton Connect Route 5	Removal of route
Denton Connect Route 6	Enhance on-time performance
Denton Connect Route 7	Updated to pre-COVID service levels
Denton Connect Route 8	Removal of route
UNT Campus Shuttles	<ol style="list-style-type: none"> Two new express routes will be added: one that will operate from Lot 20 to Victory Hall, and another that will operate from Lot 20 to the Union. An extra vehicle will be added to the Discovery Park route during mid-day peak service. The North Texan route will continue to provide service to The Retreat.
Lewisville Connect Route 21	Updated to pre-COVID service levels

Lewisville Connect Route 22	Updated to pre-COVID service levels
Monsignor King (MK101) Shuttle	Return to operation. (Monday – Wednesday) Fare free through December 31, 2020 – pending board approval for 2021.
Downtown Denton Transit Center (DDTC) Evening On-Demand Zone	<ol style="list-style-type: none"> This service operates Monday through Friday from 6:30 p.m. to 9:20 p.m. and will be provided from the DDTC to existing stops along Denton Connect Routes 1, 2, 3 and 6. The pickup location for this service is at the DDTC, and riders may be dropped off at any of the stops along these routes.

DCTA Campaigns (Mary Worthington, Community Relations Manager)

- Ride Safe, Stay Safe
- Exercise Your Free Ride to Vote
- Veterans Day Free Ride
- Rails to Trails - Trail Moments
- Holiday Service Schedule
- Outreach Campaign – safety education bags

Train the Trainer

- Activity
- Training in March 2021
- Competency of a Trainer and Trainer recommendations

Open Discussion

- Social Service Agency Updates
- Group Feedback

Next Meeting

- Lewisville – January 26, 2021 at 9:00 a.m. (via Teams)
- Denton – January 28, 2021 at 9:00 a.m. (via Teams)



General Promotion

The SSA Roundtable Meetings were promoted via:

- Email
- Facebook
- Twitter
- DCTA Website

Social Media Comprehensive Results:

Facebook

People Reached – 300
Total Engagements -8

Twitter

Impressions – 1,530
Engagements - 17

DCTA DENTON COUNTY
TRANSPORTATION
AUTHORITY

**OCTOBER SOCIAL SERVICE
AGENCY ROUNDTABLES**

Save the date and email mworthington@dcta.net for
meeting contact info to join us online!

October 27 | 9:00 a.m. - 10:00 a.m.
LEWISVILLE

October 29 | 9:00 a.m. - 10:00 a.m.
DENTON

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MEETING NOTES – Lewisville & Denton



Meeting Notes

Welcome and Introductions

- In order to facilitate a group atmosphere, introductions were made through an icebreaker in the chat mechanism of the Microsoft Teams meeting platform.

Review of Handouts/Presentations

- The following updates and information were provided:
 - Transformation Initiative
 - Completed Veteran and Span Flyer were presented
 - OR Code Map/Schedule Menu


Meeting Notes – Lewisville & Denton

Presented Completed SSA Resources


Veterans Resources Flier: This flyer is designed to help veterans get to special places of interest by using DCTA services.

Presentation of SPAN Flier: This flyer is DCTA's commitment to social service agencies and their clients. The flier explains the differences between SPAN and DCTA

Both Flyers are located on the DCTA website


**DENTON COUNTY
TRANSPORTATION
AUTHORITY**

[Updated August 2020]



HOW TO UTILIZE TRANSIT TO ACCESS VETERAN SERVICES

DENTON	
Veterans Service Office 1505 E McKinney St, Suite 151, Denton, TX 76209	Connect Bus Routes 1, 2, 3, 6 & 7
VA Clinic & Denton Community-Based Outpatient Clinic 2223 Colorado Blvd, Denton, TX 76205	Connect Bus Route 2 Stop at Golden Triangle Mall & Colorado
VA Mental Health Annex 406 S Carroll Blvd, Denton, TX 76201	Connect Bus Route 7 Stop at WB Oak & Cedar
American Legion Post 71 2501 Spencer Rd, Denton, TX 76205	Connect Bus Route 4 Stop at Brinker & Spencer
Veterans of Foreign War Post 2205 909 Sunset St, Denton, TX 76201	Connect Bus Route 4 Stop at University & Fulton
Denton County Veterans Center & Veteran Community Navigator Program 400 S Carroll Blvd, Denton, TX 76201	Connect Bus Route 7 Stop at EB Hickory & Piner
LEWISVILLE	
Veterans Service Office 400 N Valley Pkwy, Suite 1134, Lewisville, TX 75067	Connect Bus Route 21 Stop at College & Valley
Veterans of Foreign Wars Post 9168 927 E Highway 121, Lewisville, TX 75067	No nearby bus or train service Nearest Stop: Old Town Station
FLOWER MOUND	
Veterans Service Office 6200 Canyon Falls Dr, Flower Mound, TX 76226	SPAN Demand Response Call 940.382.1900 for information
LAKE DALLAS	
Veterans of Foreign Wars Post 10460 501 Thompson Dr, Lake Dallas, TX 75065	SPAN Demand Response Call 940.382.1900 for information
American Legion Post 88 105 Gotcher Ave, Lake Dallas, TX 75056	
PILOT POINT	
American Legion Post 550 905 N Foundation, Pilot Point, TX 76258	SPAN Demand Response Call 940.382.1900 for information

DCTA Access & SPAN

access

**DENTON COUNTY
TRANSPORTATION
AUTHORITY**

- DCTA Access provides service for:
 - Passengers with disabilities who are unable to utilize Connect Bus service
 - Senior citizens (65+)
- Application required
 - ADA: Origin-to-destination
 - Non-ADA: Demand-response
- Trips available by appointment only
- Reservations should be made at least one day in advance and are accepted up to seven days in advance
- Handicap-accessible vehicles
- Drivers provide minimal assistance to passengers while boarding
- Access service hours (excluding holidays) for the entire service area will complement DCTA fixed-route services
- DCTA Access serves:
 - Denton, Highland Village, Lewisville
- Cost to Ride:
 - One-Way Trip: \$3
 - 10-Ride Book: \$30
 - If you qualify for reduced fare, fill out the Reduced Fare Application
- Customer Service: 940.243.0077
- For more information, visit RideDCTA.net

Span

Denton County

- SPAN provides service for:
 - Senior citizens (65+), veterans and passengers with disabilities
 - The general public
- Application required
- Trips available by appointment only
- Handicap-accessible vehicles
- Service times:
 - Monday-Friday / 6 a.m. to 6 p.m.
- Shared ride (buses or vans)
- Door-to-door transportation
- SPAN serves:
 - Argyle, Aubrey, Coppell, Cross Roads, Flower Mound, Hackberry, Hebron, Justin, Krugerville, Krum, Lake Cities, Lakewood Village, Lincoln Park, Little Elm, Northlake, Oak Point, Paloma Creek, Pilot Point, Ponder, Providence Village, Roanoke, Sanger, Savannah, The Colony, Trophy Club
- Cost to Ride:
 - One-Way Trip for Seniors, Veterans & Disabled: \$3
 - One-Way Trip for General Public: \$6
- Customer Service: 940.382.1900
- For more information, visit SPAN-transit.org





RideDCTA.net • 940.243.0077

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Meeting Notes

The following August Service Updates were shared: On Demand Services


**DENTON COUNTY
TRANSPORTATION
AUTHORITY**

Effective Monday, August 24, 2020

Downtown Denton Transit Center Evening On-Demand Zone


The Denton County Transportation Authority (DCTA) reduced service hours and frequency in response to the coronavirus (COVID-19) health emergency. **As some Denton Connect bus routes will end prior to A-train service, DCTA is providing on-demand service to assist rail passengers to get to their final destination.**

This on-demand service will be provided from the Downtown Denton Transit Center (DDTC) to existing stops along Denton Connect Routes 1, 2, 3 and 6. The pickup location for this service is the DDTC, but passengers may be dropped off at any of the stops along those routes.

Service Provided Monday through Friday:

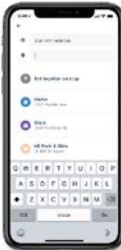
- DDTC: 6:20 p.m. - 9:40 p.m.

HOW TO BOOK A TRIP
Booking a trip is easy. Follow these steps below:




STEP 1

Enter your destination in the "Where to?" box.




STEP 2

Adjust your pickup location to the DDTC and dropoff location to one of the suggested virtual stops along Denton Connect routes 1, 2, 3 and 6.



STEP 3

Add in any additional information by tapping on the "Passenger" or "Wheelchair" icon. If you want to schedule your trip in advance, you can select a later time and date by tapping "Schedule". When you're ready, tap "Request Ride".




STEP 4

Receive real-time updates of pickup time via text and the app.

Once you have created a trip, you can track the vehicle on the "trip view" in the DCTA On Demand mobile app. You will be able to see the vehicle's location and an estimated arrival time.

TRIP PLANNING ASSISTANCE AND HELPFUL RESOURCES
Passengers can call DCTA's Customer Service team at 940.243.0077 to ask questions or get assistance booking a trip. If mobile app account assistance is needed, you can go to "Settings" and click "Help."


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CONNECT 21 22


**DENTON COUNTY
TRANSPORTATION
AUTHORITY**

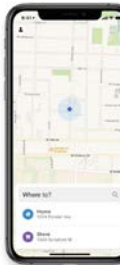
Lewisville Lakeway On-Demand Service

DCTA's Lewisville Lakeway On-Demand microtransit service uses a mixture of physical and virtual stops, as well as minibus vehicles to get you where you need to go around the Hebron station. Passengers can also connect to other DCTA services such as the A-train and Lewisville Connect Routes 21 and 22 at the Hebron station.

This service costs the same as DCTA's standard fixed route service – a Local Day Pass will give riders access to the A-train, Connect Bus service, Campus Shuttles and the Lewisville Lakeway On-Demand service.

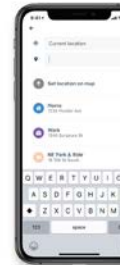
Plan your trip anywhere within the designated zone using a simple, easy-to-use mobile app or over the phone by calling a DCTA customer service representative at 940.243.0077. The app or a customer service representative will direct riders to the most appropriate stop for pick up and drop off locations.

Riders can request a trip Monday through Friday from 6 a.m. to 9:40 p.m. and on Saturdays from 8:30 a.m. to 7:40 p.m. Service will not operate on major holidays.



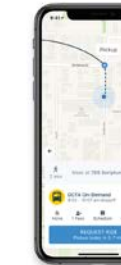
STEP 1

Enter your destination in the "Where to?" box.




STEP 2

Adjust your pickup location and dropoff location. You can use the suggested stops, or you can enter the address for a specific location.



STEP 3

Add in any additional information by tapping on the "Passenger" or "Wheelchair" icon. If you want to schedule your trip in advance, you can select a later time and date by tapping "Schedule". When you're ready, tap "Request Ride".



STEP 4

Receive real-time updates of pickup time via text and the app.

For more trip planning help, visit RideDCTA.net or call DCTA Customer Service at 940.243.0077.
DCTA may conduct schedule modifications throughout the year. Visit RideDCTA.net for the latest schedules and maps.

Visit RideDCTA.net for more information.

Meeting Notes – Lewisville & Denton

- Reviewed COVID -19 - Safety and Cleaning Protocols
- Presented A-train has returned to pre COVID service levels
- Presentation of August 24, 2020 Service

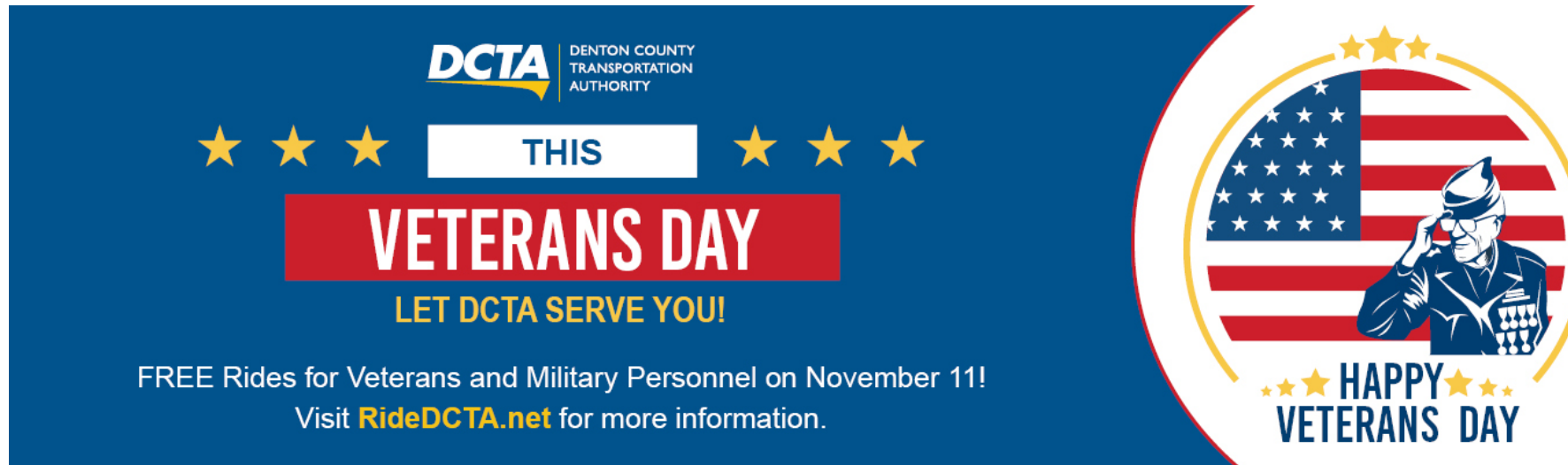
<u>Service</u>	<u>August 24 Changes</u>
Denton Connect Route 1	Continued
Denton Connect Route 2	Continued
Denton Connect Route 3	Enhance on-time performance
Denton Connect Route 4	Updated to pre-COVID service levels
Denton Connect Route 5	Removal of route
Denton Connect Route 6	Enhance on-time performance
Denton Connect Route 7	Updated to pre-COVID service levels
Denton Connect Route 8	Removal of route
UNT Campus Shuttles	<ol style="list-style-type: none"> 1. Two new express routes will be added: one that will operate from Lot 20 to Victory Hall, and another that will operate from Lot 20 to the Union. 2. An extra vehicle will be added to the Discovery Park route during mid-day peak service. 3. The North Texan route will continue to provide service to The Retreat.
Lewisville Connect Route 21	Updated to pre-COVID service levels

<u>Lewisville Connect Route 22</u>	<u>Updated to pre-COVID service levels</u>
Monsignor King (MK101) Shuttle	Return to operation. (Monday – Wednesday) Fare free through December 31, 2020 – pending board approval for 2021.
Downtown Denton Transit Center (DDTC) Evening On-Demand Zone	<ol style="list-style-type: none"> 1. This service operates Monday through Friday from 6:30 p.m. to 9:20 p.m. and will be provided from the DDTC to existing stops along Denton Connect Routes 1,2,3 and 6. 2. The pickup location for this service is at the DDTC, and riders may be dropped off at any of the stops along these routes.

Meeting Notes

Presented upcoming DCTA Campaigns & Free Ride Promotions

- Ride Safe, Stay Safe
- Exercise Your Free Ride to Vote
- Veterans Day Free Ride
- Rails to Trails - Trail Moments
- Holiday Service Schedule
- Outreach Campaign – safety education bags to low income communities in service areas



Meeting Notes

Presented an Overview of FTA and NCTCOG New Freedom Grant for Travel Training

- Introduced Travel Training terms and general transit concepts through a facilitated trivia game
- Introduced and described the purpose of Travel Training to SSA attendees
- Presented tentative training dates
- Discussed Core Competencies of a Travel Trainer
- Need designated Trainers from Social Service Agencies that meet core competencies to participate in Train the Trainer classes in January 2021



Comments, Feedback and Discussion

The agenda was opened for discussion, comments and feedback from participants.

Discussion

- MHMR Flower Mound – we have seen an increase in clients with COVID. We have some clients that don't have access to transportation that would benefit from DCTA services.
- Positive Feedback regarding the Veteran and SPAN Flyer.
- Positive Feedback and appreciation expressed for the DCTA Ride Safe, Stay Safe Campaign
- 4 Attendees have never used DCTA services and expressed interest in learning how to use DCTA services. A ride along on fixed routes will be coordinated for these individuals.
- Questions were asked about upcoming travel training and who should attend.
- Social Service Agency representatives were given the opportunity to share information about the mission of their agency.

NEXT ROUNDTABLE MEETINGS



February 2021 Roundtable Meetings

Lewisville

Date/Time:

Tuesday, January 26, 2021
9:00 a.m. – 10:30 a.m.

Virtual Meeting via Microsoft Teams

Denton

Date/Time:

Thursday, January 28, 2021
9:00 a.m. – 10:30 a.m.

Virtual Meeting via Microsoft Teams

For questions about the upcoming Social Service Agency Roundtables
or to get more involved in the conversation, please contact:

Mary Worthington

Community Relations Manager

mworthington@dcta.net



Board of Directors Memo

December 10, 2020

SUBJECT: City of Denton Mayhill Overpass Project

Background

The City of Denton plans to construct an overpass over A-train tracks at the South Mayhill Road crossing. The construction is scheduled to start in Spring of 2021. Once the overpass construction is complete, the existing at-grade crossing will be relocated to provide safety enhancements to the at-grade Rail Trail bike and pedestrian crossing.

Identified Need

The existing at-grade crossing at Mayhill Road is protected by gate mechanisms and flashers. Once the road is closed and traffic is routed to the overpass, the existing crossing components will be relocated to satisfy Federal Railroad Administration (FRA) Quiet Zone regulations and serve as a safety mechanism to provide warning to Rail Trail bike/pedestrian traffic. DCTA is coordinating with City of Denton staff, Rio Grande Pacific Corporation (RGPC) and FRA to ensure all necessary safety components are incorporated into this project.

Financial Impact

The cost of the Mayhill Overpass construction project and the Rail Trail safety modification is fully funded by the City of Denton.

Recommendation

This is an informational item only. No Board action is required.

Submitted By: 
Rony Philip, Sr. Director Rail Operations

Approval: 
Kristina Holcomb, Deputy CEO

Board of Directors Memo

December 10, 2020

SUBJECT: City of Lewisville Andes Metal Rail Quiet Zone Project

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 non-compliance with quiet zone regulations is the joint responsibility of the City and DCTA.

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), perform the installation of the additional equipment and provide the necessary flagging during the project, while the City of Lewisville agrees to reimburse DCTA for the expense of the project. The City and DCTA are currently coordinating the development of an Interlocal Agreement to formalize this proposed project approach. City of Lewisville staff anticipates taking the ILA to the City Council in December and DCTA staff anticipates seeking Board approval at the January Board Meeting with a corresponding FY21 budget amendment.

Financial Impact

There will be initial costs involved with this project, however the project costs are expected to be reimbursed by the City of Lewisville. This project is not currently in the DCTA budget and will require a FY21 budget amendment related to the initial expense and incoming revenue from the City of Lewisville reimbursement.

Recommendation

This is an informational item and staff will seek Board approval of the ILA and associated FY21 budget amendment for this project at the January Board Meeting.

Submitted By: 
Rony Philip, Sr. Director Rail Operations

Final Review: 
Kristina Holcomb, Deputy CEO

Board of Directors Memo

December 10, 2020

SUBJECT: Transformation Initiative Progress Report

Background

The Transformation Initiative is an agency-wide study to help the DCTA Board of Directors develop a cohesive vision for DCTA's future, improve operations, address perceived concerns, and respond to evolving markets, technology and consumer preferences.

The following progress report is being provided to keep the board abreast of all activities related to the initiative. A workshop will be held at the December 10, 2020 board meeting to:

- Review and Discuss
 - Accenture's Final Task Order #1 Report
 - Agency Priorities
 - Agency Service Standards
- Consider Approval
 - Agency Priorities
 - Agency Service Standards

Financial Impact

On June 25, 2020, the DCTA Board of Directors approved Task Order #1 for a total of \$667,000.

Approval of the Agency Priorities and Service Standards will inform the financial impact of projects related to:

- Service and Customer Experience Initiatives
- Governance, Organization and Workforce Initiatives
- Financial Management Initiatives
- Enabling Technology Improvement Initiatives

As staff explores each priority initiative, the total cost of the project will be brought to the board of directors for approval.

Progress Report

Milestone Dates Met:

- Kick-Off Meeting with Accenture – August 7, 2020
- Board Interviews – Week of August 10, 2020
- DCTA Staff Interviews – Week of August 17, 2020
- Data Requests Fulfilled – August 21, 2020
- Visioning Session with Board of Directors – September 11, 2020 from 9 a.m. – 4 p.m.
- Current State Assessment and Future State Recommendations Shared with the Board of Directors via email in preparation for workshop – November 2, 2020
- Specially Called Meeting to review the Current State Assessment, Future State Recommendations and conduct a workshop to prioritize recommendations – November 5, 2020 from 10 a.m. – 4 p.m.
- Final Task Order #1 Recap Report – December 10, 2020

Next Steps:

- December 10, 2020 Board Meeting
 - Approval of Agency Priorities
 - Approval of Agency Service Standards

Timeline:

Aside from two, two-week extensions to accommodate the discovery process and the final workshop findings, all activities within Task Order #1 remained on schedule. The final recap report as presented by Accenture at the December 10, 2020 board meeting will mark the closure of Task Order #1. As a result, the original budget of \$667,000 remained as is, without any modifications.

Board Discussion/Action:

A workshop will be held at the December 10, 2020 board meeting to:

- Review and Discuss
 - Accenture's Final Task Order #1 Report
 - Agency Priorities
 - Agency Service Standards
- Consider Approval
 - Agency Priorities
 - Agency Service Standards

Exhibits

Exhibit 1: Transformation Initiative Final Report

Exhibit 2: Transformation Initiative Agency Priorities

Approval:



Nicole Recker, VP of Mobility Services and Administration

DCTA FUTURE STATE ROADMAP

DCTA Transformation Initiative

November 2020

PROJECT SCOPE

The goal for Task Order 1 of DCTA's Transformation Initiative is to provide an assessment of the agency's current state to inform actionable recommendations for improvements across DCTA Service, Technology, Budget & Finance, and Organization & Governance task areas.

The project approach was grounded in a four-phase format. The first two phases developed a comprehensive evaluation of each of the four task areas, with the second two phases designed to produce an actionable, outcome-oriented set of recommendations integrating the four task areas. The result of Task Order 1 activities and deliverables will be DCTA's Transformation Plan.

Per the approved Project Plan, the Transformation Initiative scope includes four deliverables:

1. Project Plan
2. Strategic Vision and Guiding Principles Workshop Output, Current State Analysis (this document)
3. Future State Initiatives
- 4. Agency Transformation Recommendations & Implementation Plan**

DELIVERABLE FOUR: DOCUMENT PURPOSE

AGENCY TRANSFORMATION RECOMMENDATIONS & IMPLEMENTATION PLAN

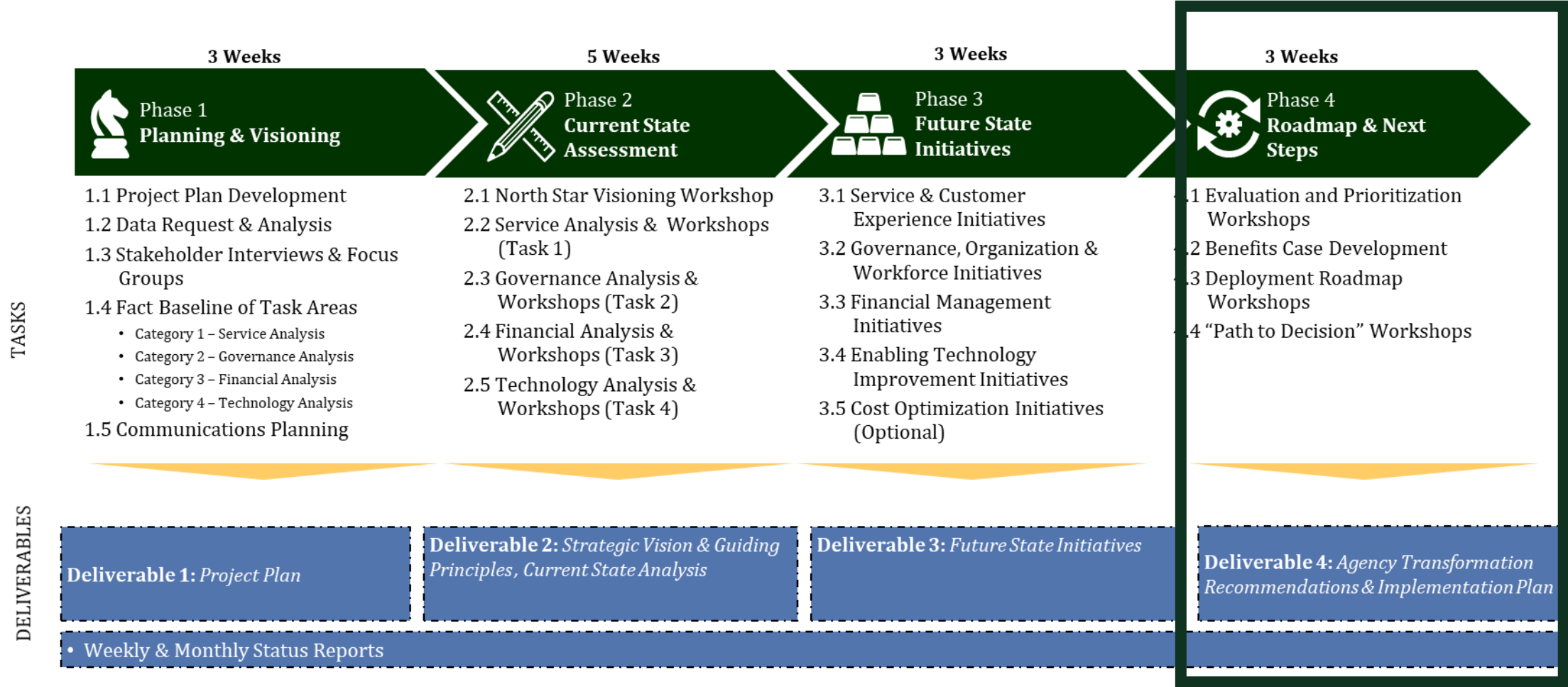
This document presents the set of projects/activities and implementation roadmap the project team recommends the DCTA Board consider as priorities for the next phase of its Transformation Initiative. The recommendations within this document were informed by:

1. Individual interviews with DCTA staff leadership and the Board of Directors
2. Content captured during the Board Visioning Workshop
3. Analysis of DCTA and third-party data
4. Current-state Analysis findings
5. Future State Initiative Board prioritization workshop

The Future State Roadmap is the final deliverable for the scope of Phase I of DCTA's Transformation Initiative. The primary purpose of this document is to present a set of initiatives and justification for each to support a DCTA Board determination of which projects to begin implementing as it moves into Phase II – executing on its Transformation Initiative.

DCTA Transformation Initiative

Project Status



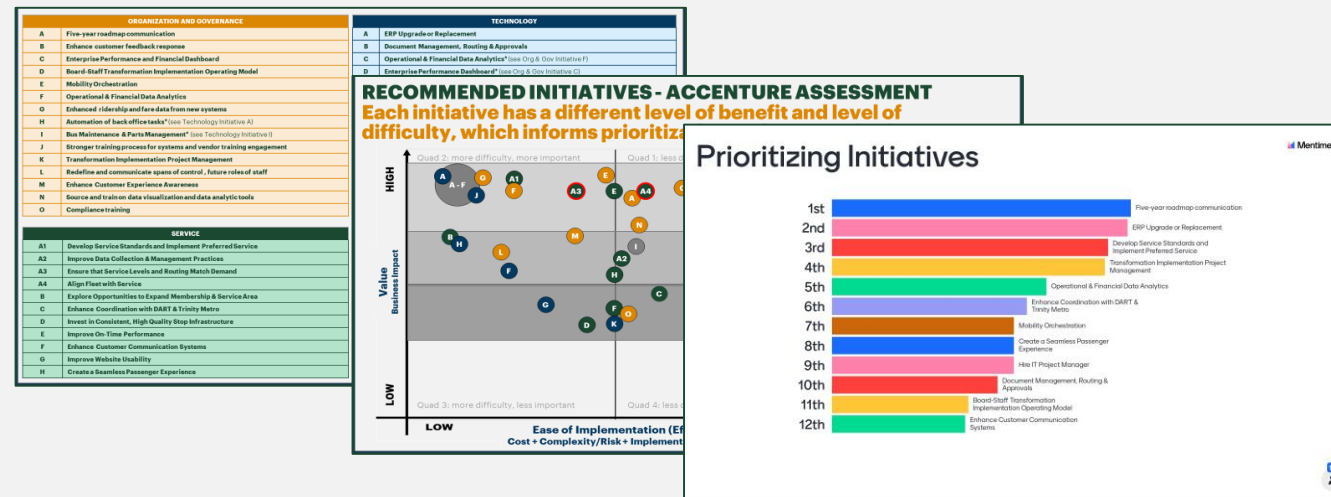
The Future State Roadmap is designed to support the smooth transition from planning to implementation of the DCTA Transformation Initiative.

PRIORITIZATION RECOMMENDATIONS

PRIORITIZATION RECOMMENDATIONS PURPOSE

To develop a roadmap for the future, we strategized a prioritization of initiatives for DCTA, with the primary purpose of this analysis being an initial assessment of initiatives. We developed a breakdown of initiatives' priority comparatively based on:

- 1. The value of potential initiatives**
- 2. The cost and effort that each initiative would require to complete**
- 3. Whether certain initiatives are reliant on the completion of others**

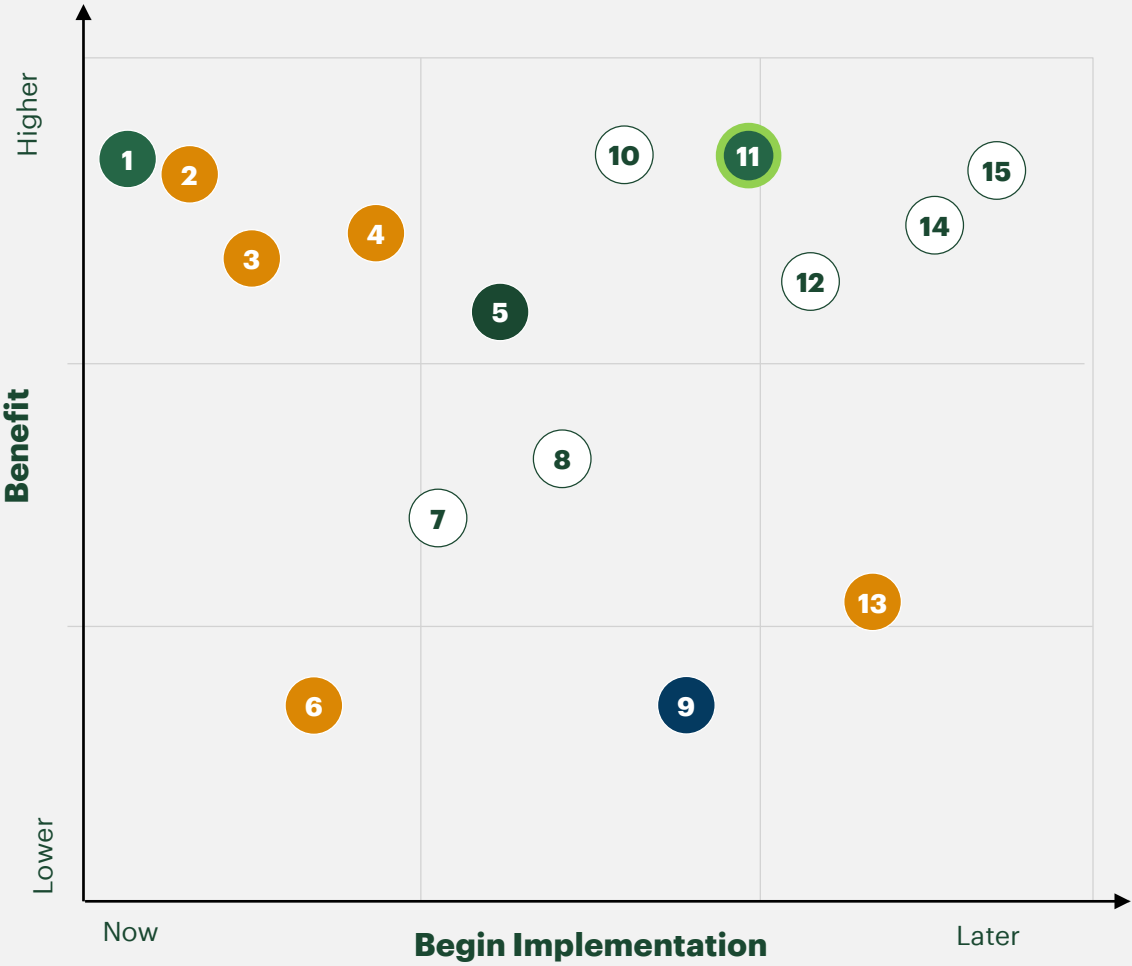


Note: Recommended initiatives should be interpreted as capabilities DCTA should develop or obtain, not as recommendations for individual procurement by DCTA. Capabilities may be “bought, borrowed, or built”. Where feasible, developing a capability through a partnership with private- or public-sector partners can be most cost-effective approach.

INITIATIVE PRIORITIZATION IN SHORT TERM – SUGGESTED

The following opportunities were identified and prioritized.

Regular Item 1, Exhibit 1



Key:

- Across Towers
- Service Initiative
- Technology Initiative
- Fin. & Budget Initiative
- Org. & Governance Initiative
- Initiative is dependent on another

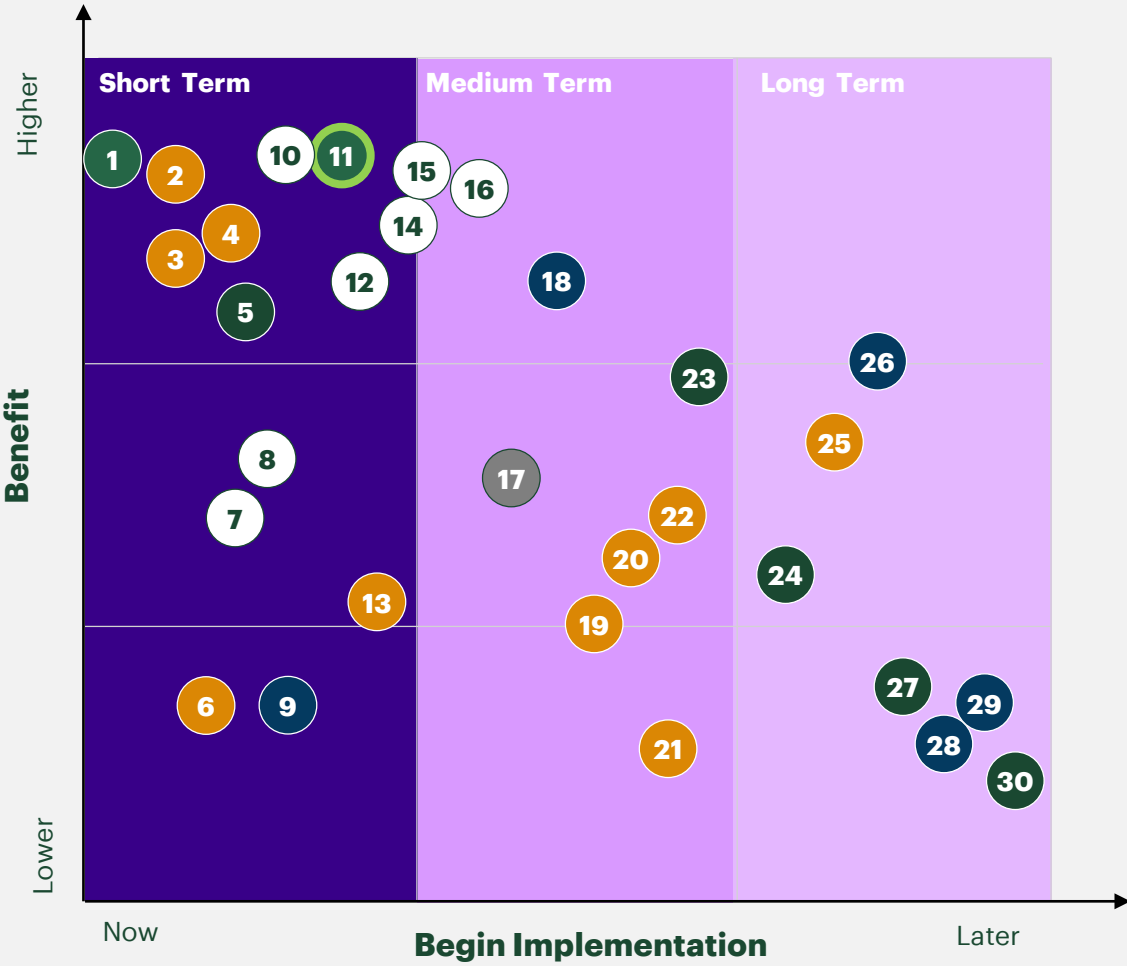
Initiative	
1	Develop Service Standards and Implement Preferred Service
1.1	Ensure that Service Levels and Routing Match Demand
1.2	Align Fleet with Service
2	Five-year roadmap communication
3	Transformation Implementation Project Management
4	Mobility Orchestration/Regional Coordination
5	Improve On-Time Performance
6	Board-Staff Transformation Implementation Operating Model
7	Document Management, Routing & Approvals
8	Bus Maintenance & Parts Management Solution Training and Configuration
9	IT Project Management and Procurement Templates & Processes
10	ERP Upgrade or Replacement*
11	Improve Data Collection & Management Practices (dependent on: 1)
12	Build Enterprise Performance and Financial Dashboard
13	Source and train on data visualization and tools
14	Improve Website Trip Planning
15	Upgrade Point of Sale Systems; Contactless Fare Management; Digital Ticket Purchases

*The ERP initiative encapsulates other initiatives, including: Automation of Back Office Tasks, Accomplish 3-way Invoice Matching, Integrate Bid Posting System with Finance System, Integrate Expense & Revenue Allocations Data, Integrate Operations And Finance Data Systems, Improve Data Systems for Internal Reporting, and Increase Compliance, Grant, And DBE Reporting Efficiency

1	Develop Service Standards and Implement Preferred Service		
1.1	Ensure that Service Levels and Routing Match Demand		
1.2	Align Fleet with Service		
2	Five-year roadmap communication		
3	Transformation Implementation Project Management		
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14	Improve Website Trip Planning		
15	Upgrade Point of Sale Systems; Contactless Fare Management; Digital Ticket Purchases		
16	Operational & Financial Data Analytics	24	Create a Seamless Passenger Experience
17	Enhance Use of Allocation Modelling	25	Enhance Customer Experience Awareness
18	Hire IT Project Manager	26	Multi-modal Trip Planning Capability
19	Stronger training process for systems and vendor training engagement	27	Enhance Customer Communication Systems
20	Enhance customer feedback response	28	Bus Onboard Video
21	Compliance training	29	Bus Announcement System
22	Redefine and communicate spans of control, future roles of staff	30	Invest in Consistent, High Quality Stop Infrastructure
23	Explore Opportunities to Expand Membership & Service Area	*The ERP initiative encapsulates other initiatives, including: Automation of Back Office Tasks, Accomplish 3-way Invoice Matching, Integrate Bid Posting System with Finance System, Integrate Expense & Revenue Allocations Data, Integrate Operations And Finance Data Systems, Improve Data Systems for Internal Reporting, and Increase Compliance, Grant, And DBE Reporting Efficiency	

INITIATIVE PRIORITIZATION

The following opportunities were identified and prioritized.



*The ERP initiative encapsulates other initiatives, including: Automation of Back Office Tasks, Accomplish 3-way Invoice Matching, Integrate Bid Posting System with Finance System, Integrate Expense & Revenue Allocations Data, Integrate Operations And Finance Data Systems, Improve Data Systems for Internal Reporting, and Increase Compliance, Grant, And DBE Reporting Efficiency

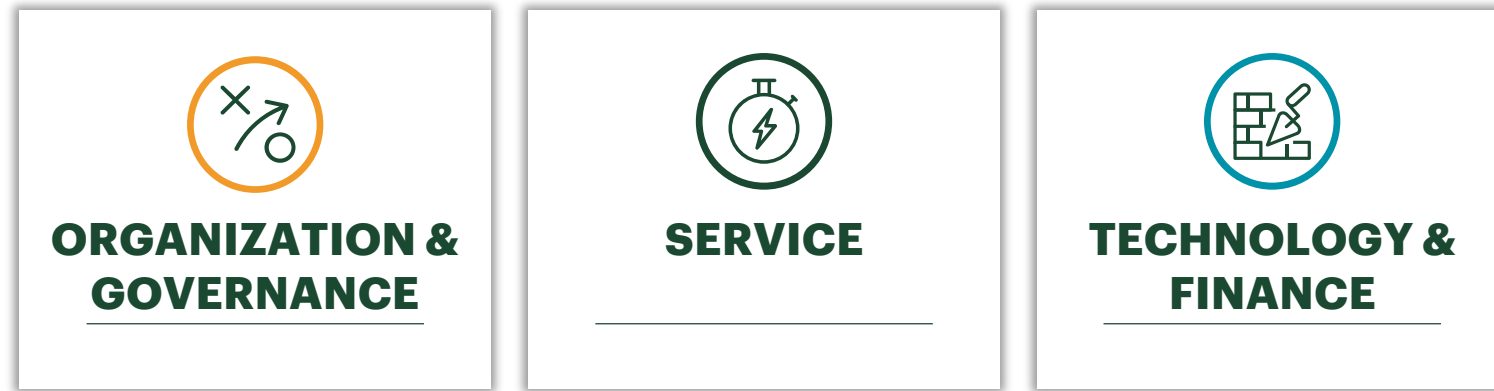
Initiative		Regular Item 1, Exhibit 1	
1	Develop Service Standards and Implement Preferred Service		
1.1	Ensure that Service Levels and Routing Match Demand		
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23	Explore Opportunities to Expand Membership & Service Area		

DCTA CONTINUOUS IMPROVEMENT CYCLE



DCTA VISION REALIZED BY ROADMAP

THREE TYPES OF ROADMAP INITIATIVES EXIST TO REALIZE VALUE ALIGNED TO DCTA'S VISION



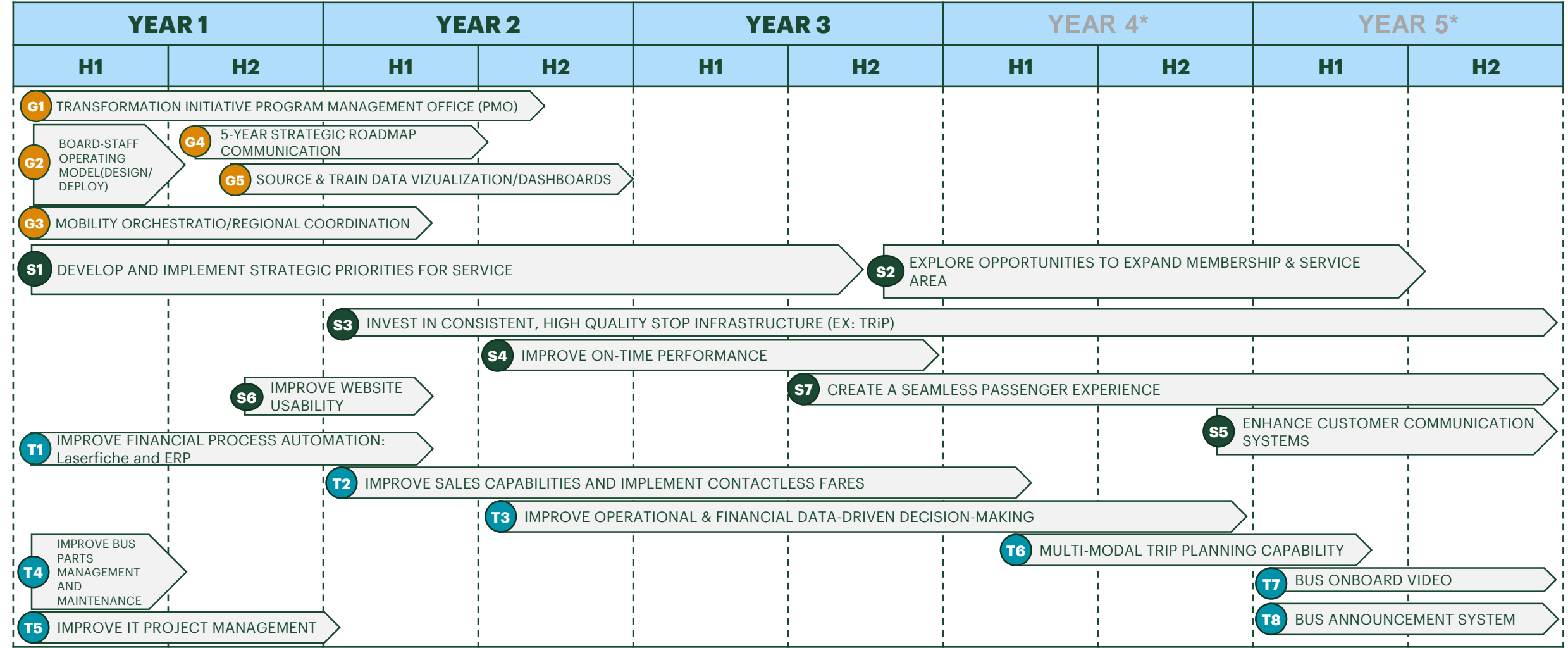
Based on the initiative prioritization scheme above and feedback from the Board and Executive Staff, Accenture and Cambridge Systematics produced the following deployment roadmap to execute the identified initiatives. As some initiatives/activities have been strategically combined in the roadmap, there is a new identification nomenclature for each, beginning with a G (Gov and Org), an S (Service), or a T (Technology) – ex: T1 is the first initiative in the roadmap for Technology.

SUMMARY ROADMAP - INITIATIVES

Initiatives with recommended sequencing



Regular Item 1, Exhibit 1



KEY:

G

Org & Gov Initiatives

S

Service Initiatives

T

Technology Initiatives

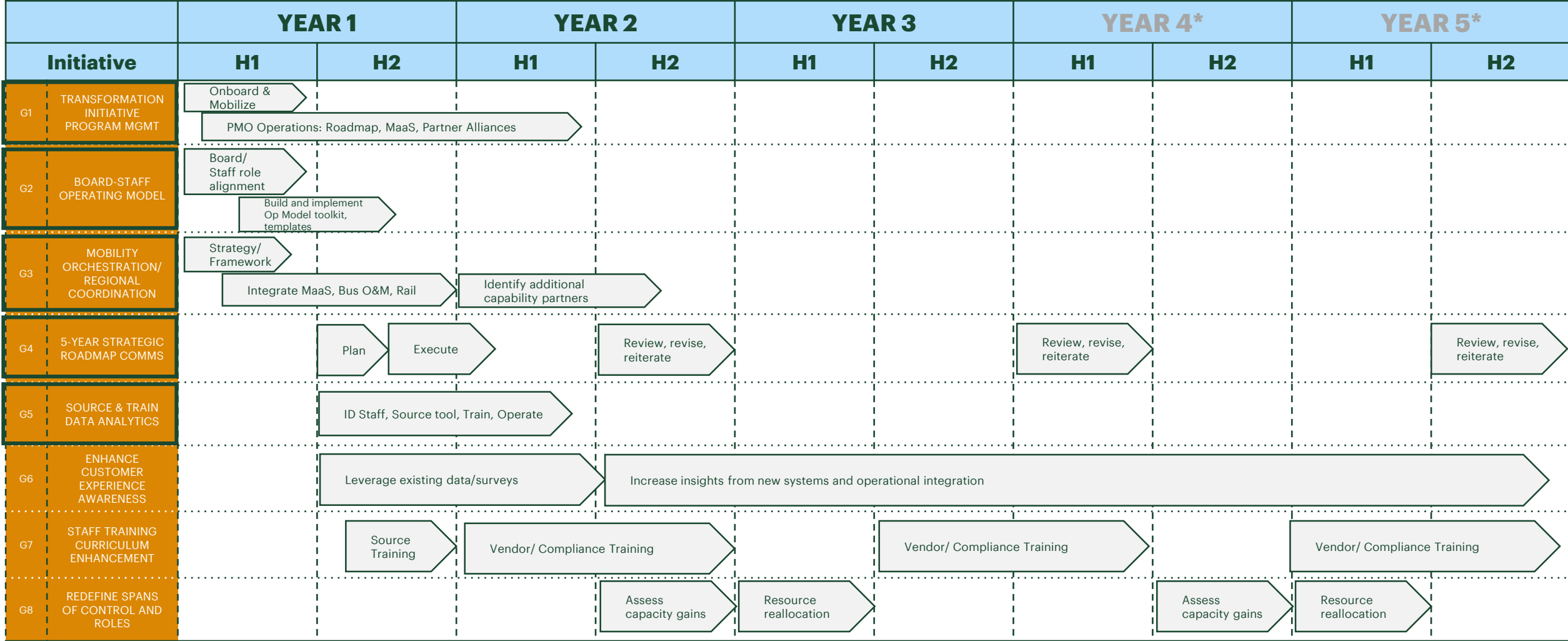
*The roadmap becomes increasingly uncertain over time, as multiple factors can impact when an initiative is begun. As such, initiatives identified in years 4 and 5 may be shifted as needed.



ORGANIZATION & GOVERNANCE INITIATIVE CHARTERS

ORGANIZATION & GOVERNANCE ROADMAP - INITIATIVES

Regular Item 1, Exhibit 1



KEY:

G

Full Charter and Benefits Case Built

G

Initiative Identified and Defined

*The roadmap becomes increasingly uncertain over time, as multiple factors can impact when an initiative is begun. As such, initiatives identified in years 4 and 5 may be shifted as needed.

ORGANIZATION & GOVERNANCE

INITIATIVE DETAILS



Regular Item 1, Exhibit 1

Solution #	Solution Building Block	Description	Charter & Benefits Case Included	Initiative from Multiple Towers?
G1	Transformation Initiative Program Management	<ul style="list-style-type: none">Define and adopt meeting cadence, participants, clear Board and Staff roles/responsibilities to successfully deliver Initiative roadmap.	Yes	No
G2	Transformation Initiative Board-Staff Operating Model	<ul style="list-style-type: none">Define and adopt meeting cadence, participants, clear Board and Staff roles/responsibilities to successfully deliver Initiative roadmap.	Yes	No
G3	Mobility Orchestration/Regional Coordination	<ul style="list-style-type: none">Functional and Technical architecture for service integrationIntegrate partnership discussions with DART, Trinity Metro, MaaS (Via, Lyft/SpareLabs)Coordinate on fare payment and other regional policies.Coordinate schedules between A-Train, DART Green Line and feeder/first mile/last mile services to reduce wait times for passengers.	Yes	Yes
G4	Five-year Strategic Roadmap Communication	<ul style="list-style-type: none">Adopt Vision and Roadmap for Transformation Initiative Implementation phaseDevelop employee and stakeholder communication plan	Yes	No
G5	Source and Train on Data Visualization/Dashboard Tools	<ul style="list-style-type: none">Identify 2-3 staff to be trained on accessible visualization/analytics toolDefine strategic success measuresDevelop roadmap for Board and public-facing Dashboard data availability	Yes	Yes
G6	Enhance Customer Experience Awareness	<ul style="list-style-type: none">Staff owner of intimate understanding of customer experienceCapture customer feedback via Operators on more frequent basisInvolve service leaders in discussion and review for experience enhancement.	No	Yes
G7	Staff training curriculum enhancement	<ul style="list-style-type: none">Formal schedule and agenda for recurring user training to maximize utility of existing operations, ERP, and analytics toolsFormal training plan for staff and contractor training compliance oversight	No	Yes
G8	Redefine and communicate spans of control, future roles of staff	<ul style="list-style-type: none">Structured process to review resource allocation as initiative implementations increase staff productivity	No	No

Value:	H	Cost:	M	Complexity:	M	Implementation Time:	L
Initiative Description & Objectives				Timeline Factors			
<p>Contract for or hire Transformation Initiative roadmap implementation Program Management Office (PMO) resources. PMO should be accountable for developing and executing against program delivery templates and standards.</p> <p>Key Objectives</p> <ul style="list-style-type: none">• Increase DCTA Program Management implementation resources to improve DCTA capacity to execute against Transformation Initiative roadmap and capture benefits.• Support foundational negotiations with MaaS providers, Trinity Metro and DART; revise approach to acquisition of technology capabilities based on partnership/contracting outcomes• Identification and incorporation of necessary Organizational Change Management and Training activities into roadmap execution to maximize benefits to DCTA and community stakeholders• Development of Transformation Initiative roadmap management and governance framework to reduce and mitigate implementation risk; design Knowledge Transfer for eventual handoff to staff				Project Dependencies		Implementation Duration	
				<ul style="list-style-type: none">• Refinement and adoption of Transformation Initiative roadmap		<ul style="list-style-type: none">• 12-18 months	
Scope				Costs and Benefits			
				Benefits		Costs	
In Scope		Out of Scope		Benefits		Costs	
<ul style="list-style-type: none">• Hire Transformation Initiative PMO resources or source via consultant/contractor• Develop Transformation Initiative PMO initiative management and governance framework and assets• Assess need for procurement activities, support or manage development of sourcing strategies, support vendor selection		<ul style="list-style-type: none">• Selection of vendors or specific solutions• PMO support for non-Transformation Initiative projects		<ul style="list-style-type: none">• Faster roadmap implementation• Improved reliability of benefits realization• Integration of individual departments/projects• Dedicated resources accountable to Board/Exec. Staff		<ul style="list-style-type: none">• Labor or contract costs for PMO personnel	
Key Obstacles & Risks				Key Performance Metrics		Involved Stakeholders	
<ul style="list-style-type: none">• Time and effort required to identify candidates for hire can delay roadmap implementation• Implementation delay due to onboarding resources unfamiliar with Transformation Initiative				<ul style="list-style-type: none">• Budget-to-Actual for program spend, duration• Total Program Benefit estimation, % captured-to-date		<ul style="list-style-type: none">• DCTA internal departments• Executive Team• Board of Directors• Contractors	
Next Steps				Solution Alternatives			
<ul style="list-style-type: none">• Finalize Transformation Initiative Vision and Roadmap• Determine whether to hire or contract for PMO capabilities; begin recruiting or contracting• Determine in-flight projects to integrate with Transformation Initiative				<ul style="list-style-type: none">• Hire Program Management resources		<ul style="list-style-type: none">• Obtain contractor or consulting support	

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Value:	H	Cost:	L	Complexity:	L	Implementation Time:	L
Initiative Description & Objectives						Timeline Factors	
<p>Design and implement a Board-Staff operating model for DCTA Transformation Initiative implementation</p> <p>Key Objectives</p> <ul style="list-style-type: none">• Maintain focus on Transformation Initiative roadmap implementation• Board commitment to strategic decision making and policy setting; alignment between Board and Staff on key indicators of success and performance metrics for roadmap implementation• Establishment of clear, consistent communication framework to evaluate implementation progress to enable 1) Board members access to the appropriate level of detail for decision-making; 2) Staff to maximize focus on implementation vs. report production• Develop templates for roadmap implementation status reports to streamline communications process, based on Board priorities.						Dependencies	Implementation Duration
						<ul style="list-style-type: none">• Refinement and adoption of Transformation Initiative roadmap	<ul style="list-style-type: none">• Board input on key indicators, communication preferences, and priorities – 1-2 months• Build and implement Operating Model toolkit, templates – 4-6 months
Scope						Costs and Benefits	
In Scope				Out of Scope		Benefits	Costs
<ul style="list-style-type: none">• Board articulation of Transformation Initiative strategic priorities• Staff recommendations for and Board selection of key indicators, communication preferences, and priorities• Development of reporting templates and initial design for performance dashboard• Assignment of tactical implementation decisions and adjustments to Executive Team, with commitment to Board advisement				<ul style="list-style-type: none">• Activities not related to Transformation Initiative		<ul style="list-style-type: none">• Board-Staff alignment• Simplified Staff resource allocation decisions• Streamlined reporting process• Accelerated implementation timeline, speed to value	<ul style="list-style-type: none">• Staff time or professional fees for contractor/consultant Operating Model design and implementation support
Key Obstacles & Risks						Key Performance Metrics	Involved Stakeholders
<ul style="list-style-type: none">• Lack of Board alignment on strategic priorities and level of decision-making						<ul style="list-style-type: none">• Memorialized Board priorities, guiding principles• # of Board requests for information not included in selected Key Indicators of Success	<ul style="list-style-type: none">• Board of Directors• Executive Team
Next Steps							
<ul style="list-style-type: none">• Board discussion and selection of key indicators of implementation success, priorities and guiding principles for Staff decision making• Staff incorporation of Board input into communication templates							

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Value:	H	Cost:	M	Complexity:	H	Implementation Time:	M
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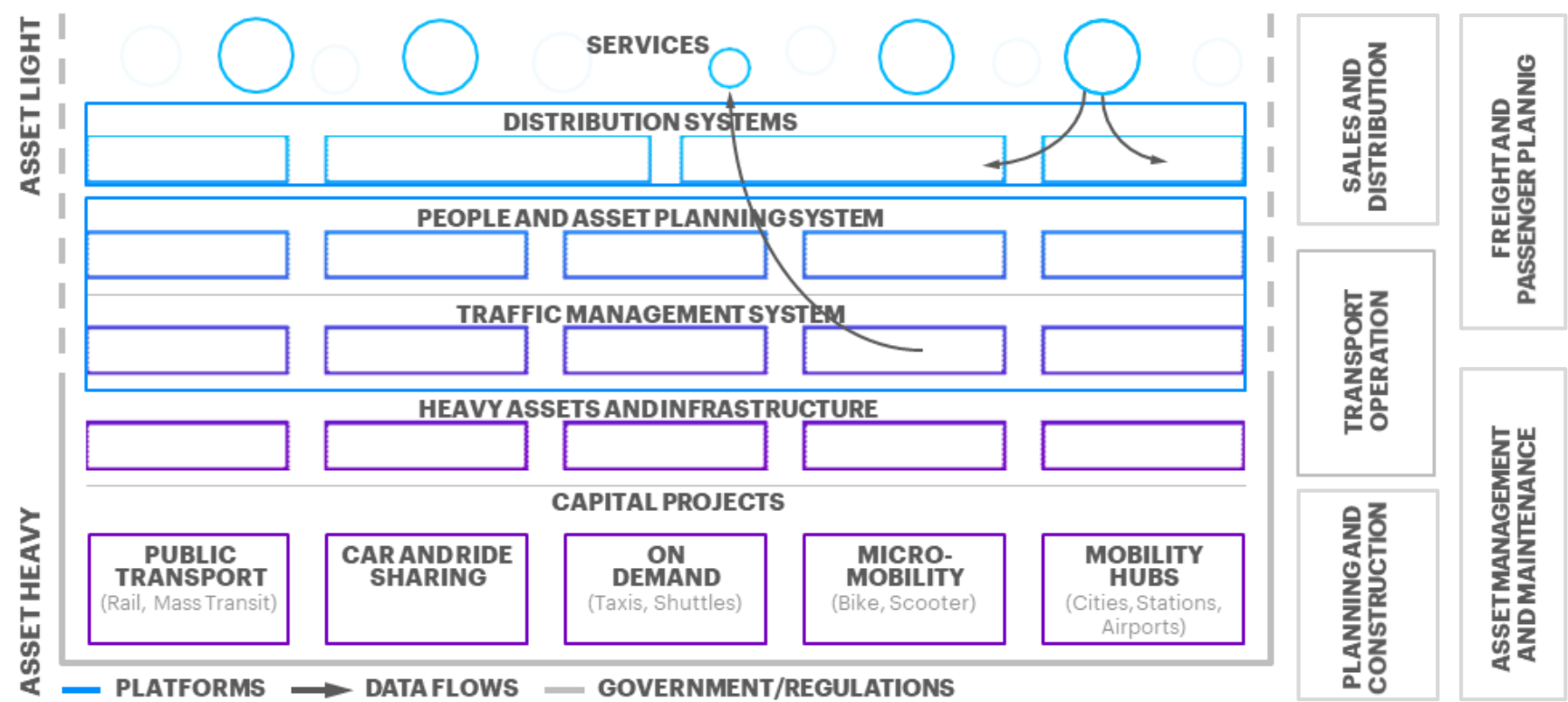
Initiative Description & Objectives	
Develop a practical functional and technical architecture for service integration and to inform discussions with current and potential partners [i.e., MaaS, Trinity Metro (Bus O&M), DART ILA]	
Key Objectives <ul style="list-style-type: none">• Design a framework to identify key roles and responsibilities potential partners and DCTA may play to coordinate end-to-end mobility services across operational levels• Identify opportunities to secure data management, people/asset planning, heavy assets and infrastructure development capabilities through partnerships/alliances vs. procurements• Begin development of awareness and insight into end-to-end customer journeys• Scope benefits and costs of orchestration technology integration platform	
Scope	
In Scope	Out of Scope
<ul style="list-style-type: none">• Tactical approaches to gain greater insight into current and potential DCTA customer needs and experiences• Identification of opportunities to partner with private- and public-sector entities to deploy new ways to understand and serve customers across operational levels• Accelerate design of pragmatic architecture including roles and responsibilities for DCTA and potential partners and prioritization of orchestration activities; integrate ongoing discussions with MaaS, DART, Trinity Metro	<ul style="list-style-type: none">• Solicitation and selection of service, distribution, technology, or infrastructure providers
Key Obstacles & Risks	
<ul style="list-style-type: none">• Selection of service provider technology capabilities can limit robust participation by other competitors or subjugate DCTA’s decision-making to priorities of other organizations• Failure to place customer at center of design can limit post-COVID ridership recovery and growth	
Next Steps	
<ul style="list-style-type: none">• Hybrid discovery, design workshop for initial mobility orchestration framework	

Timeline Factors	
Dependencies	Implementation Duration
<ul style="list-style-type: none">• Service standard selection	<ul style="list-style-type: none">• Ongoing cycle of 4-6-month focused iterations; 24-month total duration
Costs and Benefits	
Benefits	Costs
<ul style="list-style-type: none">• Increasing ability to address customer E2E mobility needs• Innovate via private/public partnerships• Framework to harness increasing amount of data to guide mobility• Minimize partner rivalry• Potential additional revenue streams	<ul style="list-style-type: none">• Time to identify, source, negotiate appropriate partnerships• Requirements development and design labor costs
Key Performance Metrics	Involved Stakeholders
<ul style="list-style-type: none">• Cost of service: existing and future modes• Service ecosystem capacity• Service ecosystem utilization• Customer retention• Customer acquisition	<ul style="list-style-type: none">• Member Cities• DART/Trinity Metro• MaaS partners• Current, potential customers• NCTCOG, FTA

DRIVING A SEAMLESS EXPERIENCE

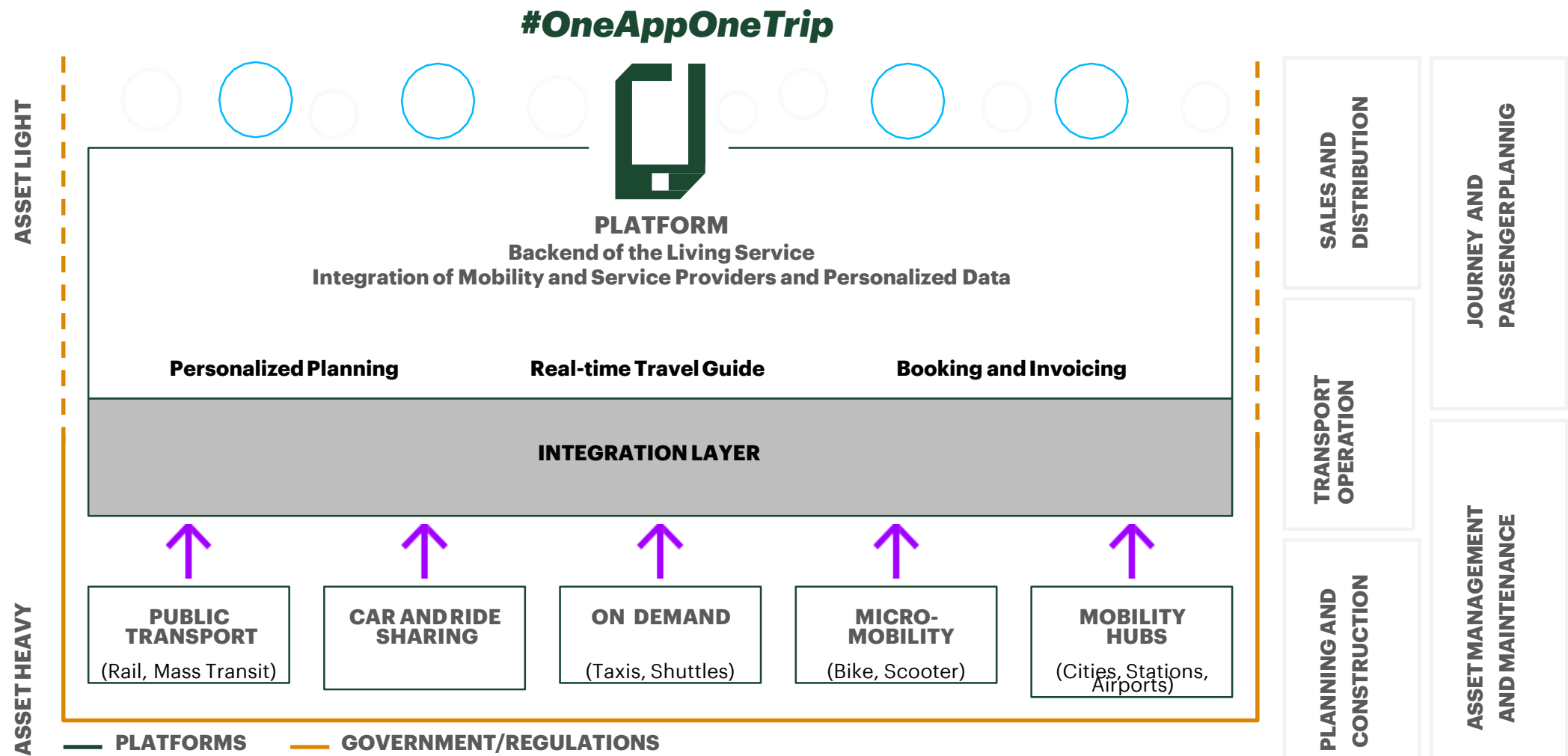
HORIZONTAL INTEGRATION AT OPERATIONAL LEVEL

Seamless experiences will require capability integration across operational levels: distribution systems, people/asset planning systems, traffic management systems, heavy assets and infrastructure, and capital projects. Initial development of data consolidation, distribution and analytics is crucial.



DCTA MOBILITY FRAMEWORK

A focused, pragmatic process to assign the right partner roles and responsibilities can minimize competitor rivalry and avoid DCTA’s success being determined by the priorities of others.



Value:		H	Cost:		L	Complexity:		H	Implementation Time:		M
Initiative Description & Objectives						Timeline Factors					
<p>Develop and implement plan to communicate DCTA Vision and Transformation Initiative implementation roadmap to Authority stakeholders.</p> <p>Key Objectives</p> <ul style="list-style-type: none">• Drive awareness of Transformation Initiative goals and plans to deliver benefits to DCTA stakeholders; capture feedback from stakeholders to refine plans• Key contributors (staff, mobility partners) understand the roles and responsibilities they will be asked to fill during implementation, and what they can expect during initiative implementation• Improve competitiveness to attract funds for Initiative plans via NCTCOG, Federal channels• Enhance DCTA brand position as committed and innovative mobility service provider						Project Dependencies			Implementation Duration		
						<ul style="list-style-type: none">• Service Standard Selection• Mobility Orchestration functional framework			<ul style="list-style-type: none">• Message and calendar development: 1 month• Plan execution: 3 months• Recurring annual updates		
						Costs and Benefits					
						Benefits			Costs		
						<ul style="list-style-type: none">• Shorter benefits realization time through staff, stakeholder buy-in• More competitive for funds via NCTCOG and Federal grants• Deeper customer engagement			<ul style="list-style-type: none">• Communications plan development• Supporting assets/collateral• Potential advertisements; while this initiative does not require paid media, digital ads could improve reach		
Key Obstacles & Risks						Key Performance Metrics			Involved Stakeholders		
<ul style="list-style-type: none">• Lack of or delay in Board alignment and clarity on Transformation Initiative roadmap projects• Lack of ongoing focus or discipline to roadmap implementation						<ul style="list-style-type: none">• Plan delivery % complete• Social media engagement, reach• Stakeholder segment feedback response rate			<ul style="list-style-type: none">• DCTA staff• DCTA Member Cities, service-area communities• Denton County, NCTCOG• Federal agencies• Mobility Partners (MaaS providers, DART, Trinity Metro)		
Next Steps											
<ul style="list-style-type: none">• Review Service Standards and implementation next steps confirmed by Board and Executive Team• Review finalized Transformation Initiative roadmap projects and sequence• Segment stakeholders and develop editorial calendar and meeting schedule• Identify pilot audience for plan, capture and incorporate feedback from initial engagements• Launch refined Communications plan											

Value:	M	Cost:	L	Complexity:	M	Implementation Time:	M
Initiative Description & Objectives				Timeline Factors			
<p>Procure licenses and training on a practical data visualization and analytics tool for 2-3 staff members. Begin incorporating data sets available from current systems and processes into an initial DCTA Dashboard. Design a Dashboard Product Roadmap to identify desired metrics, data sources, update frequencies, and expected time to availability.</p> <p>Key Objectives</p> <ul style="list-style-type: none">Develop staff capability to leverage available data to create Authority-wide insightsQuery operational and financial data sets, files, and hard copies for initial combined analysisLay foundation for public-facing Board and customer dashboards to reduce potential barriers to ridership				Dependencies		Implementation Duration	
				None		<ul style="list-style-type: none">Source data visualization software: 1-2 monthsInitial and refresher training, OJT: 2 monthsDashboard prototype: 2 months	
Scope				Costs and Benefits			
In Scope		Out of Scope		Benefits		Costs	
<ul style="list-style-type: none">Identification of staff to participate in data visualization tool training and initial visualization/dashboarding activitiesSelection of operations, customer, and financial data sources to be queried by tool for analysis/visualizationProcurement of licenses for COTS data visualization tool; i.e., PowerBI, TableauInitial and refresher formal training for identified staff		<ul style="list-style-type: none">Visualization of data not currently available to DCTAImplementation of ERP or data management systems		<ul style="list-style-type: none">Enhanced performance insights and analysisStaff developmentImproved decision-making quality		<ul style="list-style-type: none">Software license subscription cost (~\$9.99 - \$70 per user per month)Software training costs (varies, consider sourcing from dedicated in-person, online, or consultant provided)	
Key Obstacles & Risks				Key Performance Metrics		Involved Stakeholders	
<ul style="list-style-type: none">Staff capacity to attend training and perform additional visualization tasks				<ul style="list-style-type: none">Ridership by modeOTP, availability by modeMode and route efficiencyDensity trends		<ul style="list-style-type: none">ITFinanceOperationsPRBoard and Exec. Team	
Next Steps				Solution Alternatives			
<ul style="list-style-type: none">Identify staffSelect data sources for initial analysis and as OJT contentSelect and procure visualization/dashboard softwareSecure and schedule formal initial and refresher training (suggest within 4-6 weeks of initial session)				<ul style="list-style-type: none">PowerBITableau		<ul style="list-style-type: none">InformaticaSplunk	

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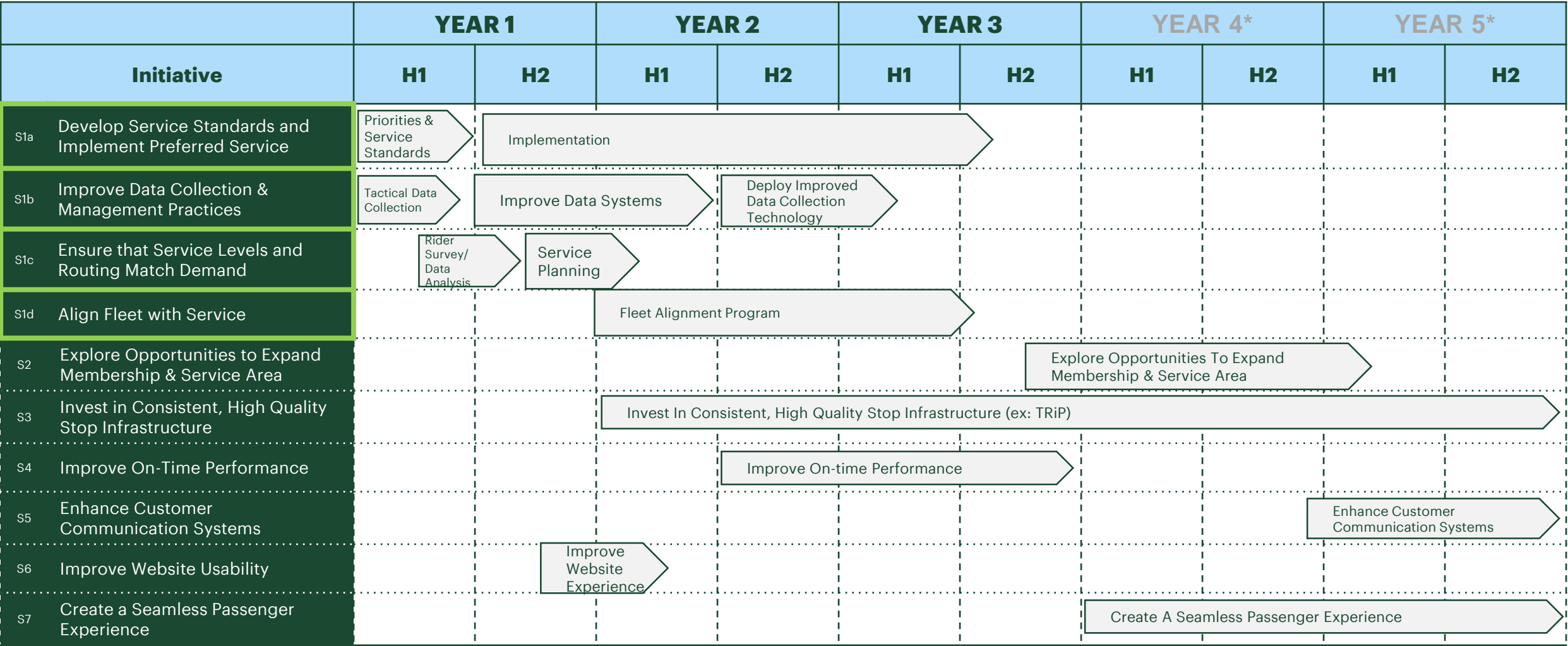
SERVICE INITIATIVE CHARTERS



SERVICE ROADMAP - INITIATIVES



Regular Item 1, Exhibit 1



KEY:

S

Full Charter and Benefits Case Built

S

Initiative Identified and Defined

*The roadmap becomes increasingly uncertain over time, as multiple factors can impact when an initiative is begun. As such, initiatives identified in years 4 and 5 may be shifted as needed.

SERVICE INITIATIVE DETAILS (1 OF 2)



Regular Item 1, Exhibit 1

Solution #	Solution Building Block	Description	Charter & Benefits Case Included	Initiative from Multiple Towers?
S1a	Develop Service Standards and Implement Preferred Service	<ul style="list-style-type: none">Identify strategic goals and priorities.Set standards for the types of services warranted by different types of markets to support data-driven decision making.Implement preferred services across service area.	Yes	No
S1b	Improve Data Collection & Management Practices	<ul style="list-style-type: none">Leverage technology solutions for collecting data about ridership, costs and service at disaggregate level (by route, by time of day, etc.).Standardize data formats to support monitoring, decision-making, and peer comparisons.	Yes	Yes (Technology)
S1c	Ensure that Service Levels and Routing Match Demand	<ul style="list-style-type: none">Ensure that service levels are supportive of on-demand fixed route services. Align fixed routes to align with demand from market analysis/rider survey.	Yes	No
S1d	Align Fleet with Service	<ul style="list-style-type: none">Liquidate excess fleet, institute plan to ensure that fleet is comprised of the right vehicle mix to meet service needs.	Yes	No

SERVICE INITIATIVE DETAILS (2 OF 2)



Regular Item 1, Exhibit 1

Solution #	Solution Building Block	Description	Charter & Benefits Case Included	Initiative from Multiple Towers?
S2	Explore Opportunities to Expand Membership & Service Area	<ul style="list-style-type: none"> Pursue opportunities to expand DCTA membership to communities/destinations that can support transit, particularly Corinth and Flower Mound. 	No	Yes (Organization, Financial)
S3	Invest in Consistent, High Quality Stop Infrastructure	<ul style="list-style-type: none"> Implement appropriate stop infrastructure, including signage, sidewalk access, and/or shelters. 	No	No
S4	Improve On-Time Performance	<ul style="list-style-type: none"> Identify reasons for on-time-performance issues; implement schedule, routing or other changes as needed. Work with municipal public works to mitigate delays due to construction and other activities. 	No	No
S5	Enhance Customer Communication Systems	<ul style="list-style-type: none"> In coordination with technology recommendation, implement robust and universal real-time vehicle arrival system. Develop systems for alerting operators and passengers to road closings and other detours. Develop communications system to alert passengers to detours, disruptions, and delays. 	No	Yes (Technology)
S6	Improve Website Usability	<ul style="list-style-type: none"> Improve trip planning to allow users to input origin/destination points rather than stop IDs. Simplify fare purchasing. Ensure that all route maps are up to date and can be enlarged. 	No	Yes (Technology)
S7	Create a Seamless Passenger Experience	<ul style="list-style-type: none"> Create and implement a unified DCTA brand, encompassing fixed-route, demand response, commuter, and DR/Lyft services. Standardize fare payment, passenger eligibility, system hours, etc. 	No	Yes (Technology)

Value:	H	Cost:	Var.	Complexity:	H	Implementation Time:	M
Initiative Description & Objectives				Timeline Factors			
<p>Setting service standards will support the DCTA board in making decisions about which types of service to provide to various markets, and which service options are financially and operationally feasible within different contexts. Service standards could include factors of density, equity, productivity of existing routes, or other factors such as connectivity to key activity centers. The Board will need to adopt service standards based on identified strategic priorities and goals.</p> <p>Key Objectives</p> <ul style="list-style-type: none">Establish board consensus on strategic prioritiesAdopt service standards based on strategic prioritiesIdentify preferred service types and levelsImplement preferred service				Project Dependencies		Implementation Duration	
				<ul style="list-style-type: none">Board identification & consensus on strategic priorities		<ul style="list-style-type: none">~6 mo. for priority alignment and service standards selectionUp to 2 years for service implementation/evaluation	
				Costs and Benefits			
				Benefits		Costs	
<ul style="list-style-type: none">Predictability in services offered and operatedMatching service levels/types to demand		<ul style="list-style-type: none">Staff timeProcess facilitator					
Key Performance Metrics		Involved Stakeholders					
<ul style="list-style-type: none">Service Coverage AreaEquityCost per Trip		<ul style="list-style-type: none">DCTA BoardOperationsPublic outreach required to remove fixed route service					
Key Obstacles & Risks				Next Steps			
<ul style="list-style-type: none">Agreement on service standards across the DCTA service areaScalability of services and costs from private partnersAlignment with Title VI and other Federal requirements				<ul style="list-style-type: none">Conduct DCTA Board standard(s) decision workshopAdopt standard mix as DCTA service standards			

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SETTING SERVICE STANDARDS

- **Service Standards** are used to identify where DCTA should provide service, of what type, and how much.
- They differ from **performance standards**, which set targets against which performance is measured.
- The role of the Board is to weigh tradeoffs and standardize priorities across the agency and to approve standards with staff support and analysis.
- May require additional data collection/analysis to fully understand impacts of different standards.

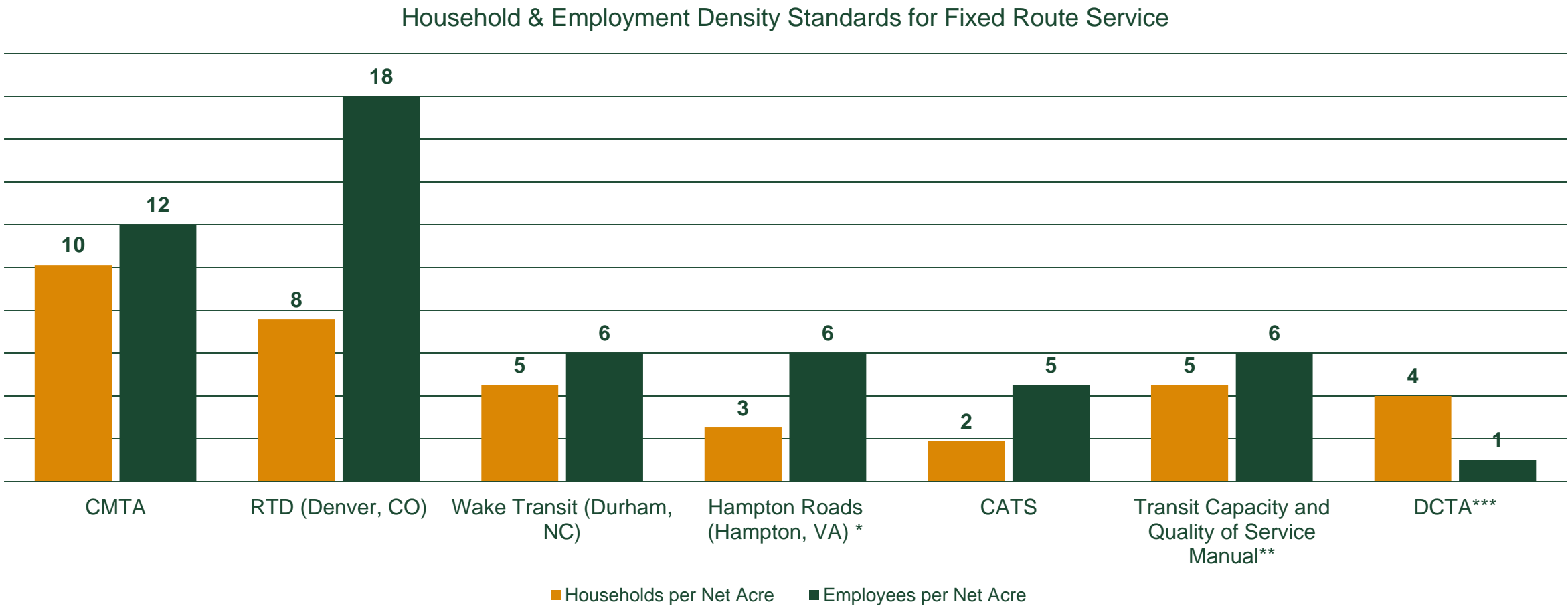




EXAMPLE SERVICE STANDARDS - DENSITY

Peers and Other Agencies	Example Population and Employment Density Standards
Capital Metro (Austin, TX)	Fixed Route Transit: Minimum 10 HH/net acre and 12 employees/net acre.
CATS (Charlotte, NC)	Fixed Route Transit: Minimum 2.5 HH/net acre or 6 employees/net acre.
RTD (Denver)	Fixed Route Transit: 8+ HH/net acre or 18 employees/net acre (with peak period Limited, Express, or Regional service from Park-n-Rides if time to Denver CBD exceeds 20 minutes)
Valley Metro (Phoenix, AZ)	Demand Response/Flex Route: Serves low-density (6 HH/net acre or below) areas without fixed route transit.
Wake Transit (Durham, NC)	Fixed Route Transit: Minimum 4.5-9 households/net acre or 6 employees/net acre.
Hampton Roads Transit (Virginia Beach region, VA)	Local Priority: 2.5 HH/net acre or 6 employees/net acre

EXAMPLE SERVICE STANDARDS



*Hampton Roads values were defined on a service type basis. The type used in this chart was Local Priority.
**Transit Capacity and Quality of Service Manual standards are for 60-minute local bus service
***DCTA values reflect standards for regional arterial routes from the 2012 Service Standards

EXAMPLE SERVICE STANDARDS – LAND USE

Peers and Other Agencies	Example Land Use Standards
NCTD (San Diego, CA)	Threshold activity levels for transit service to non-residential destinations: employment (100 employees per shift), medical (50 employees and ‘significant’ out-patient facilities), retail (100,000 sq ft retail space with one anchor store), school/training (500 combined students, faculty, employees)
CATS (Charlotte, NC)	Prioritize destinations and activity centers: Provide stops at major generators (For example: employment centers, residential areas with 500+ units, retail centers, public education centers, major medical facilities).
Capital Metro (Austin, TX)	Prioritize transit-supportive land use patterns. Mixed use, commercial, institutional, and high-density residential land uses are typically favorable. Low-density residential and industrial land use types are less likely to generate sufficient ridership to maintain cost-effective services.
Metro (Los Angeles, CA)	Prioritize transit-oriented service environments: pedestrian orientation of the streets and land use; barriers to other modes such as limited and costly parking supply; and transit supportive infrastructure including bus only lanes and transit priorities.



EXAMPLE SERVICE STANDARDS – NEED-BASED

Peers and Other Agencies	Example Need-Based Standards
Capital Metro (Austin, TX)	Special consideration for transit-reliant populations: households without access to automobile >10%; elderly population >10%; children/youth >25% of population; average household income <50% regional median income
DART	“Baseline” routes serve transit-dependent population based on: subsidized housing (50 or more boardings/day for HUD locations near bus stop); social services; medical facilities (>50 beds, publicly operated); low-income population (50% of pop < 125% poverty level)
Trinity Metro	Need is assessed through allegorical Census block group statistics including minority population, persons below poverty and persons who are less likely to drive alone such as youth aged 5 to 19, seniors aged 65 and over and persons in households without a car. Corridors featuring affordable apartment units receive higher frequency.
Valley Metro (Phoenix, AZ)	Frequency Assessment Standards for Transit (FAST) planning tool considers portion of population that is low income, portion of jobs that are low income, and minority to total population in scoring system to determine frequency.



SETTING SERVICE STANDARDS

Example: Hampton Roads (Hampton, VA) Route Classification Table

Route Classification	Description	Criteria		
		Interjurisdictional	Population / Job Density	Route Directness
Regional Backbone	The backbone of bus transit throughout the region, traveling on the highest-demand corridors connecting the most people to the most jobs.	Most will cross jurisdictional boundaries.	Greater than 6,500 people + jobs per square mile, averaged across whole route	1.6 or better
Local Priority	Operate along arterials serving a specific community area with connections to the regional backbone network.	Can operate within a jurisdiction or cross jurisdictional boundaries.	Between 5,000-6,500 people + jobs per square mile, averaged across whole route	1.8 or better
Coverage	Communities with lower transit demand than the above two categories, but with still enough demand to warrant fixed-route service, will be connected to Local Priority and Regional Backbone routes via Coverage routes.	Mostly within one jurisdiction but can cross jurisdictional boundaries.	Between 4,000-5,000 people + jobs per square mile, averaged across whole route	2.0 or better
Limited/ Express	Bus service with limited stops connecting surrounding communities with downtown areas and other major employment sites or regional destinations, often via interstates. Some routes will operate during peak-hour commuter service only. Typically accessed via park-and-ride lots at the residential end.	Can operate within a jurisdiction or cross jurisdictional boundaries.	Route serves major trip generators and/or collection points	N/A
On-Demand	On-Demand transit service will operate in specified zones, connecting lower-density areas to local destinations and transfer opportunities to fixed-route service.	Can operate within a jurisdiction or cross jurisdictional boundaries.	Densities warrant transit service but are low enough that regular fixed route service would be less effective	N/A



SETTING SERVICE STANDARDS

Example: Valley Metro (Phoenix, AZ) Implementation Standards for New Services

Service Type	Thresholds for New Services
Vanpool	<ul style="list-style-type: none"> Serves groups of 6 to 15 persons with a common destination Provides a commuter express-type option for limited-demand worksites not necessarily located within one of the top 10 regional employment centers
Demand Response/Flex Route	<ul style="list-style-type: none"> Serves low-density (4 DU/Acre or lower) areas without fixed-route transit service or other available transit service options Can help build future demand for local transit market
Rural Connector	<ul style="list-style-type: none"> Connect a rural community into the regional transit network Based on market demand
Community Circulator	<ul style="list-style-type: none"> Based on market demand Routing structure connects neighborhoods to local or regional activity centers and resources Proposed new routes that are generally less than 10 miles in length that fall below the projected boardings per revenue mile for local service would be a candidate for community circulator standard of service, to help build a future market for transit use
Local	<ul style="list-style-type: none"> Projected boardings/revenue mile > 90% of bottom quartile threshold
Key Local	<ul style="list-style-type: none"> Projected boardings/revenue mile > 90% of bottom quartile threshold
Limited Stop Peak	<ul style="list-style-type: none"> Key local service operating in corridor has boardings/revenue mile \geq top quartile threshold Demand exceeding capacity on existing services in corridor OR Existing commuter-based market on a non-freeway corridor <ul style="list-style-type: none"> Estimated 6,400 person trips in market Corridor greater than 8 miles in length Serve top 10 regional employment center

Service Type	Thresholds for New Services
Limited Stop All Day	<ul style="list-style-type: none"> Key local service operating in corridor has boardings/revenue mile \geq top quartile threshold Demand exceeding capacity on existing services in corridor
Commuter Express	<ul style="list-style-type: none"> Must serve a top ten employment district Existing commuter-based market on a freeway corridor Estimated 6,400 person trips in market Corridor greater than eight miles in length
Streetcar	<ul style="list-style-type: none"> Determined through the completion of corridor-specific transit planning studies and through incorporation into the Regional Transportation Plan
Bus Rapid Transit	<ul style="list-style-type: none"> Determined through the completion of corridor-specific transit planning studies and through incorporation into the Regional Transportation Plan
Light Rail	<ul style="list-style-type: none"> Determined through the completion of corridor-specific transit planning studies and through incorporation into the Regional Transportation Plan

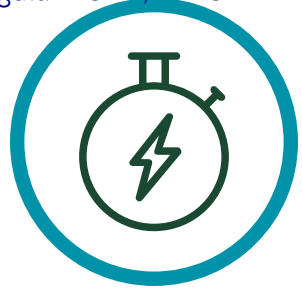


POTENTIAL SERVICE CRITERIA

Density	Service is designed to serve areas that meet a specified threshold of household and/or employment density
Equity	Service is designed to serve areas with high concentrations of equity-focused communities, such as communities of color, low-income households, people with disabilities, and zero-car households
Productivity	Service is designed to maximize route productivity (passenger boardings per revenue hour)
Other?	Based on other local priorities

A combination of criteria should be considered when designing transit service

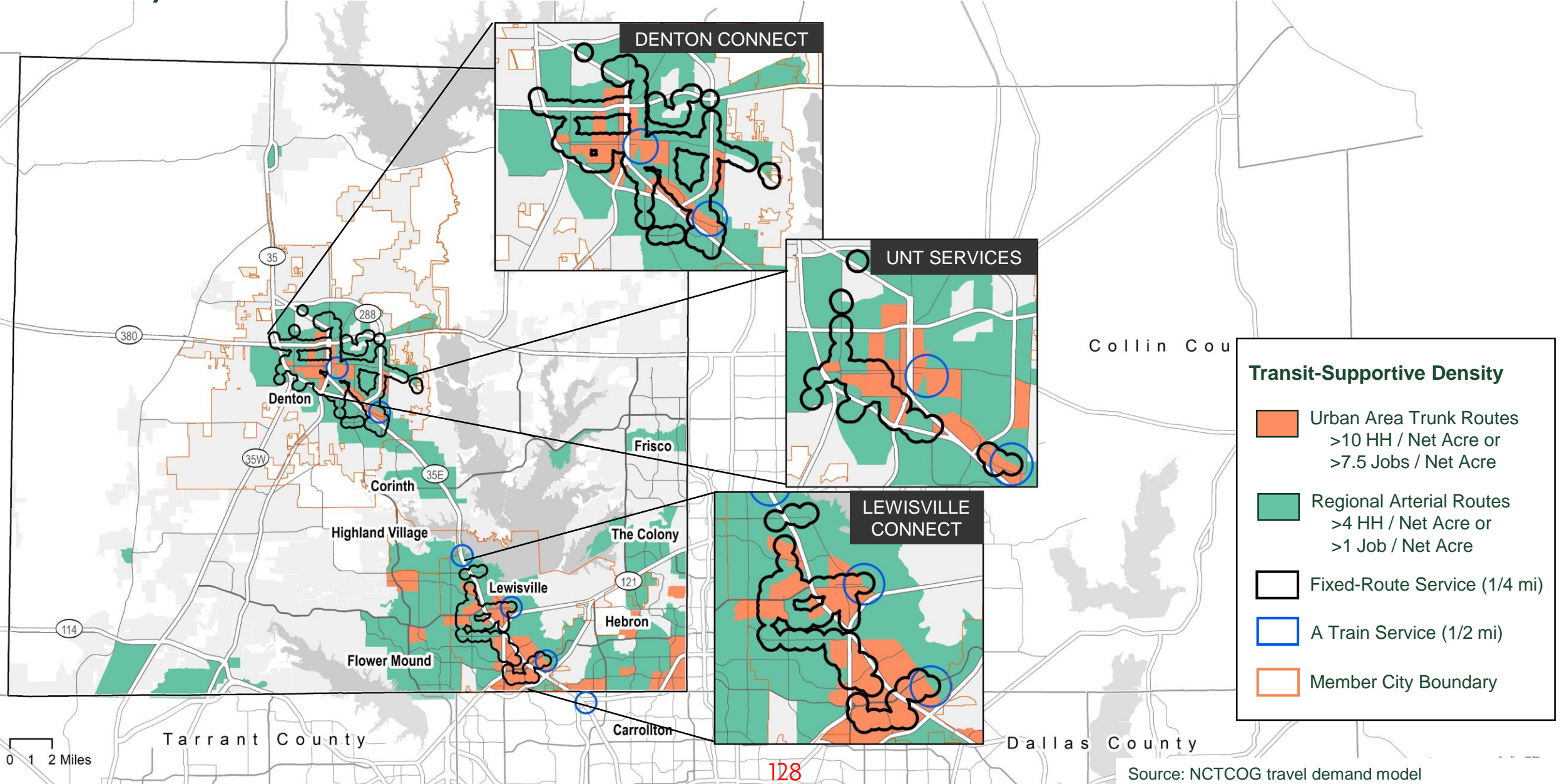
SERVICE STANDARD OPTIONS – DENSITY



POTENTIAL DENSITY CRITERIA FOR FIXED-ROUTE SERVICE

Regular Item 1, Exhibit 1

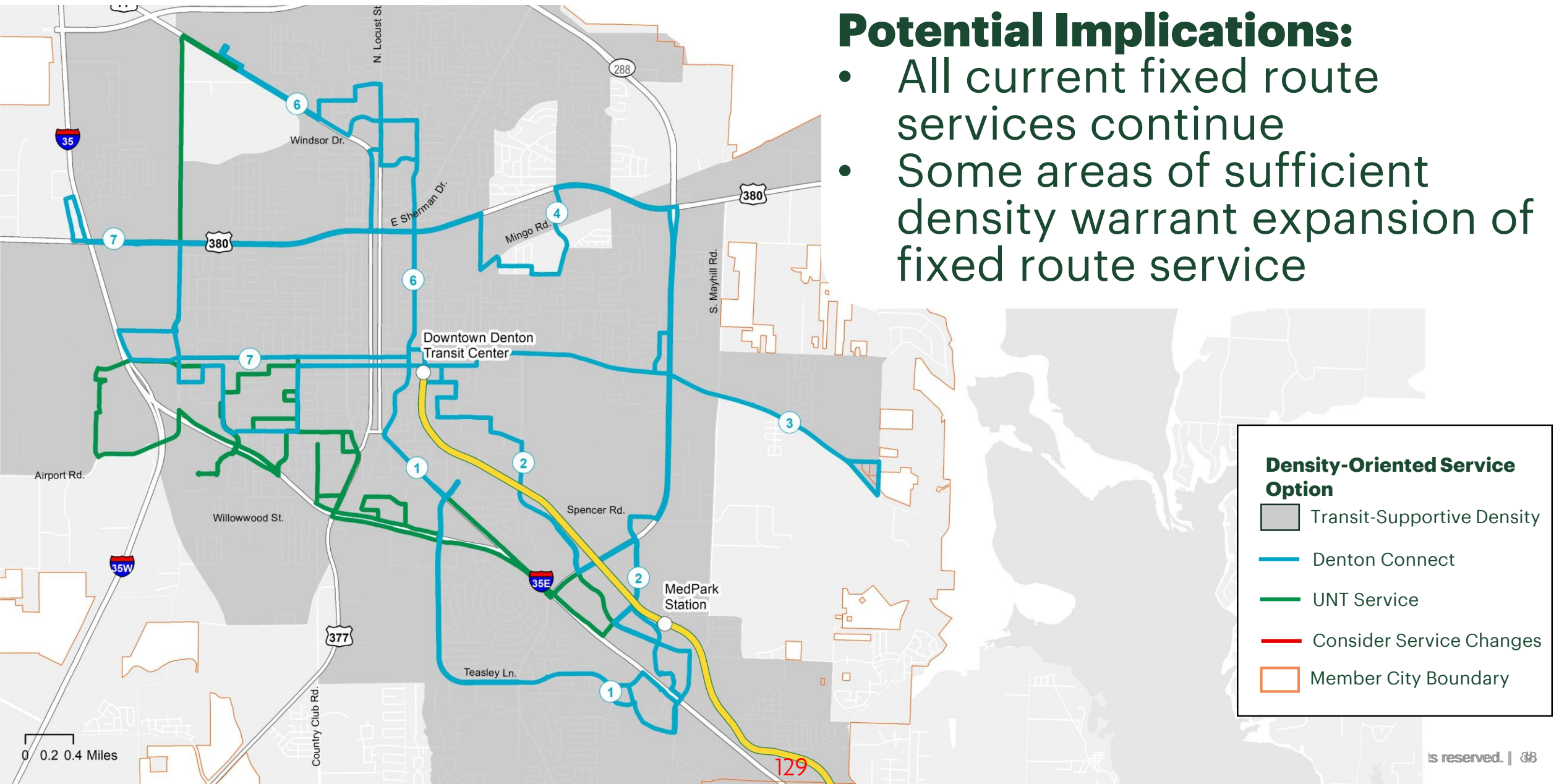
Density Thresholds from 2012 DCTA Service Standards



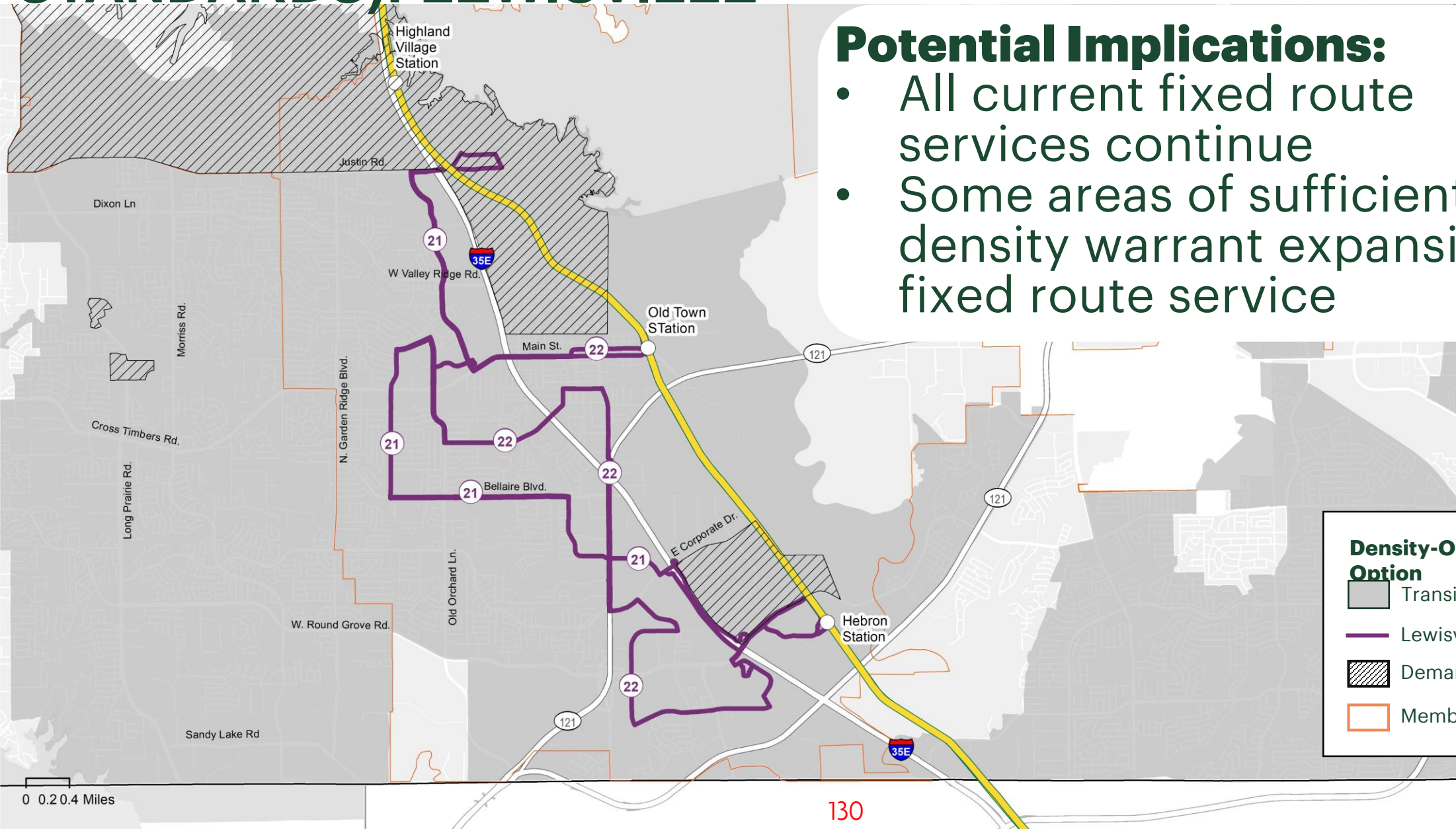
DENSITY-ORIENTED SERVICE OPTION (2012 SERVICE STANDARDS)

DENTON

- Potential Implications:**
- All current fixed route services continue
 - Some areas of sufficient density warrant expansion of fixed route service



DENSITY-ORIENTED SERVICE OPTION (2012 SERVICE STANDARDS): LEWISVILLE



Potential Implications:

- All current fixed route services continue
- Some areas of sufficient density warrant expansion of fixed route service

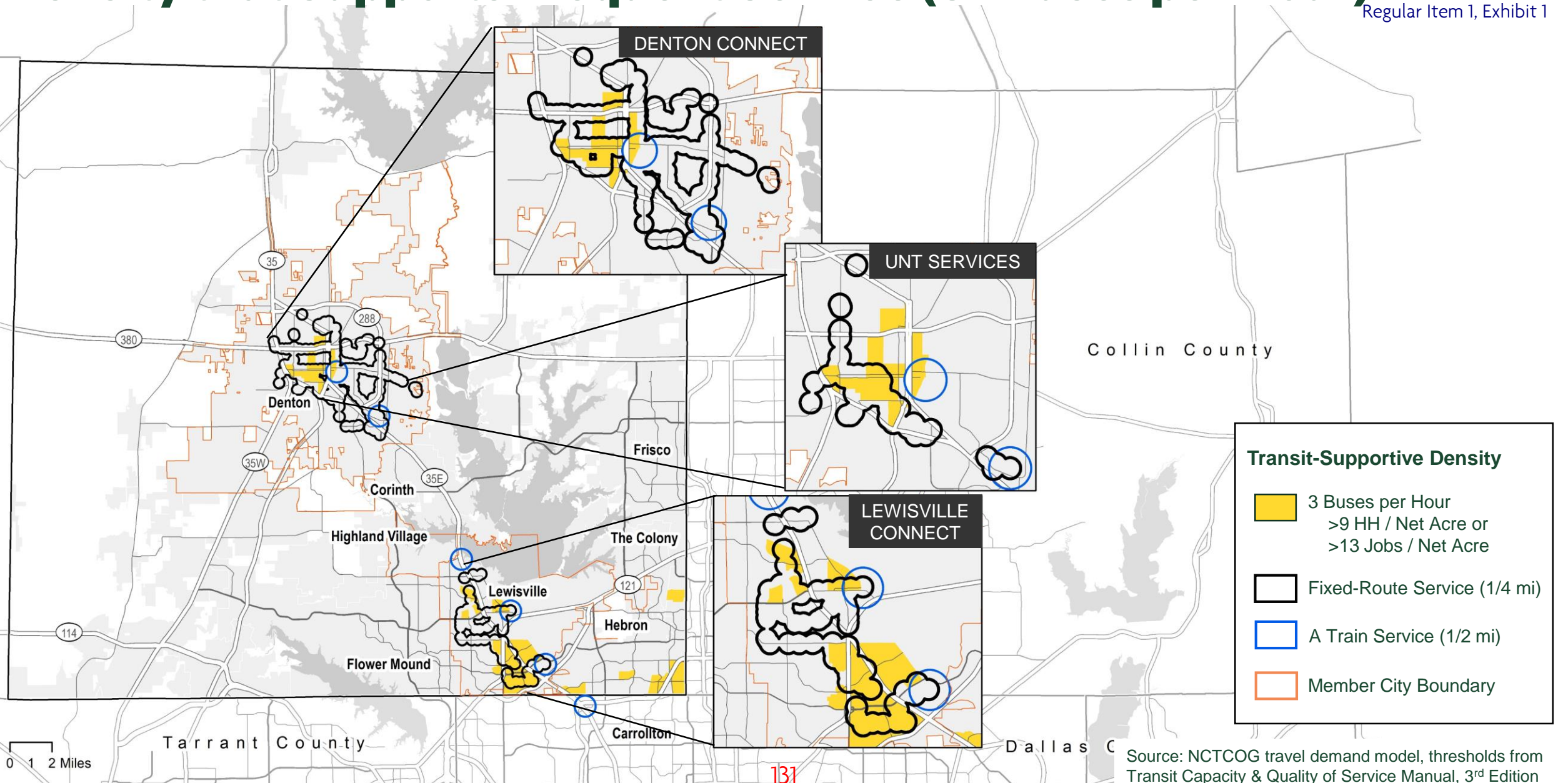
Density-Oriented Service Option

- Transit-Supportive Density
- Lewisville Connect
- Demand Response Zone
- Member City Boundary

POTENTIAL DENSITY CRITERIA FOR FIXED-ROUTE SERVICE

Density that Supports Frequent Service (3+ Buses per Hour)

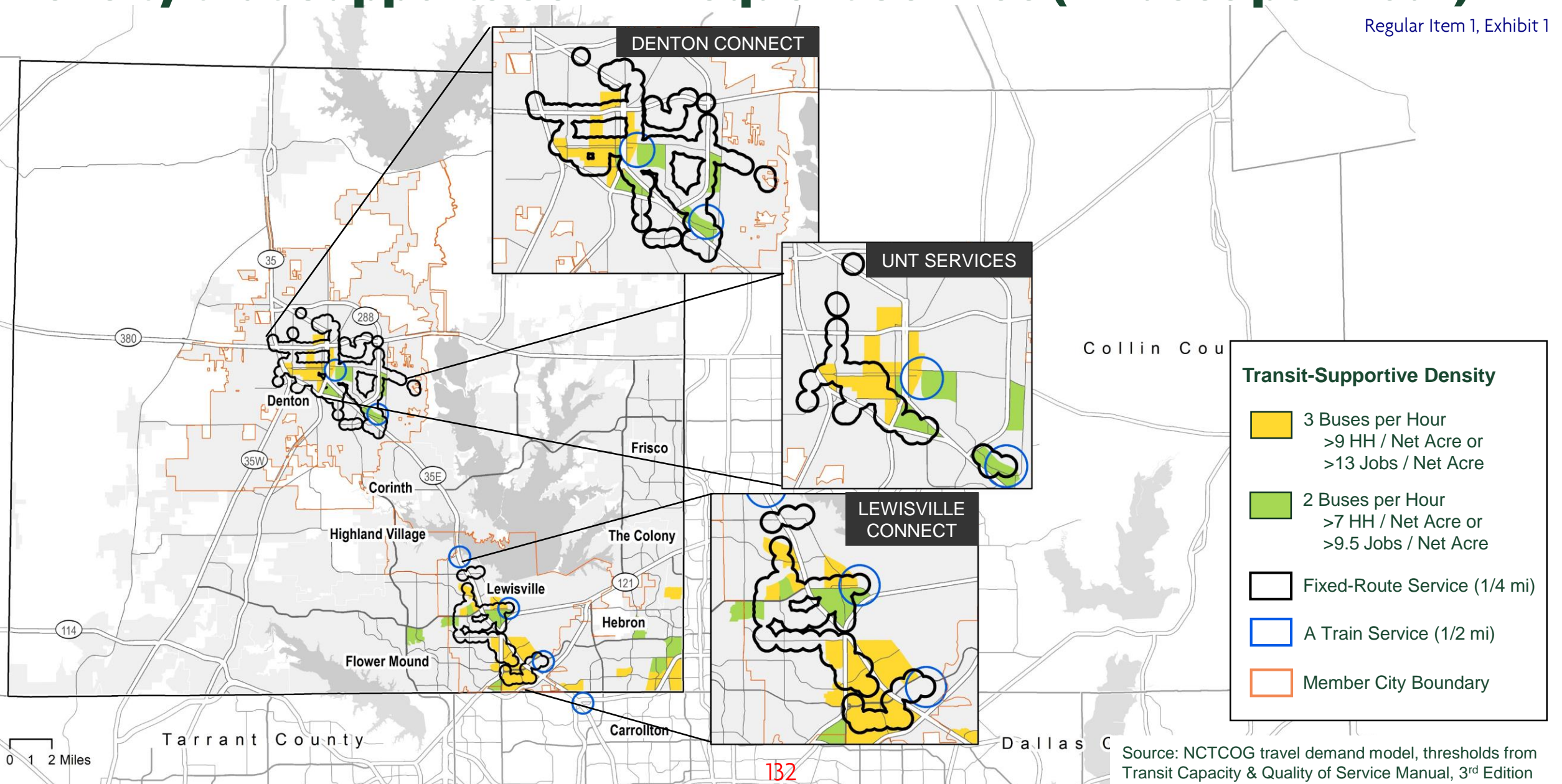
Regular Item 1, Exhibit 1



POTENTIAL DENSITY CRITERIA FOR FIXED-ROUTE SERVICE

Density that Supports Semi-Frequent Service (2 Buses per Hour)

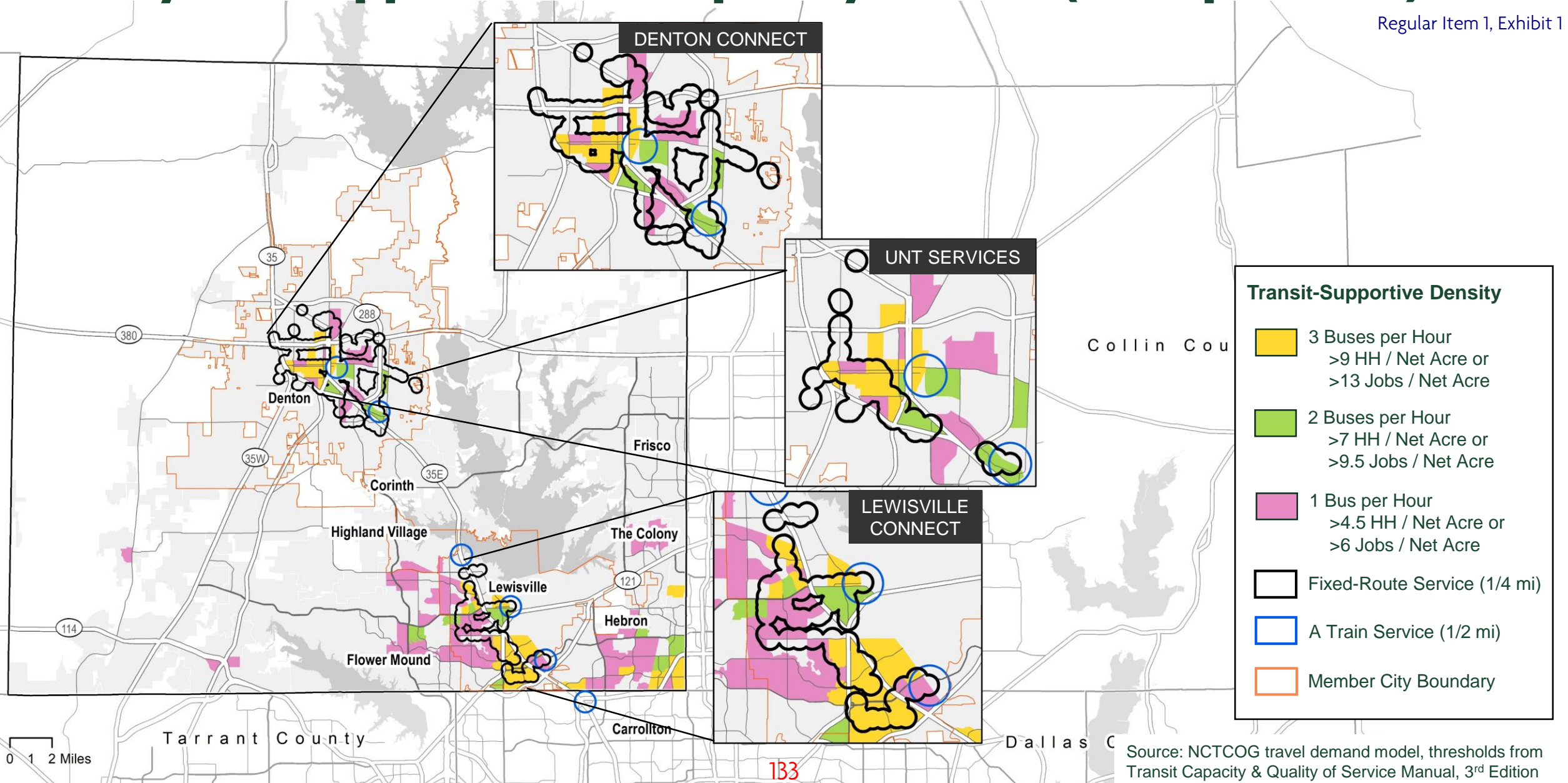
Regular Item 1, Exhibit 1



POTENTIAL DENSITY CRITERIA FOR FIXED-ROUTE SERVICE

Density that Supports Low Frequency Service (1 Bus per Hour)

Regular Item 1, Exhibit 1

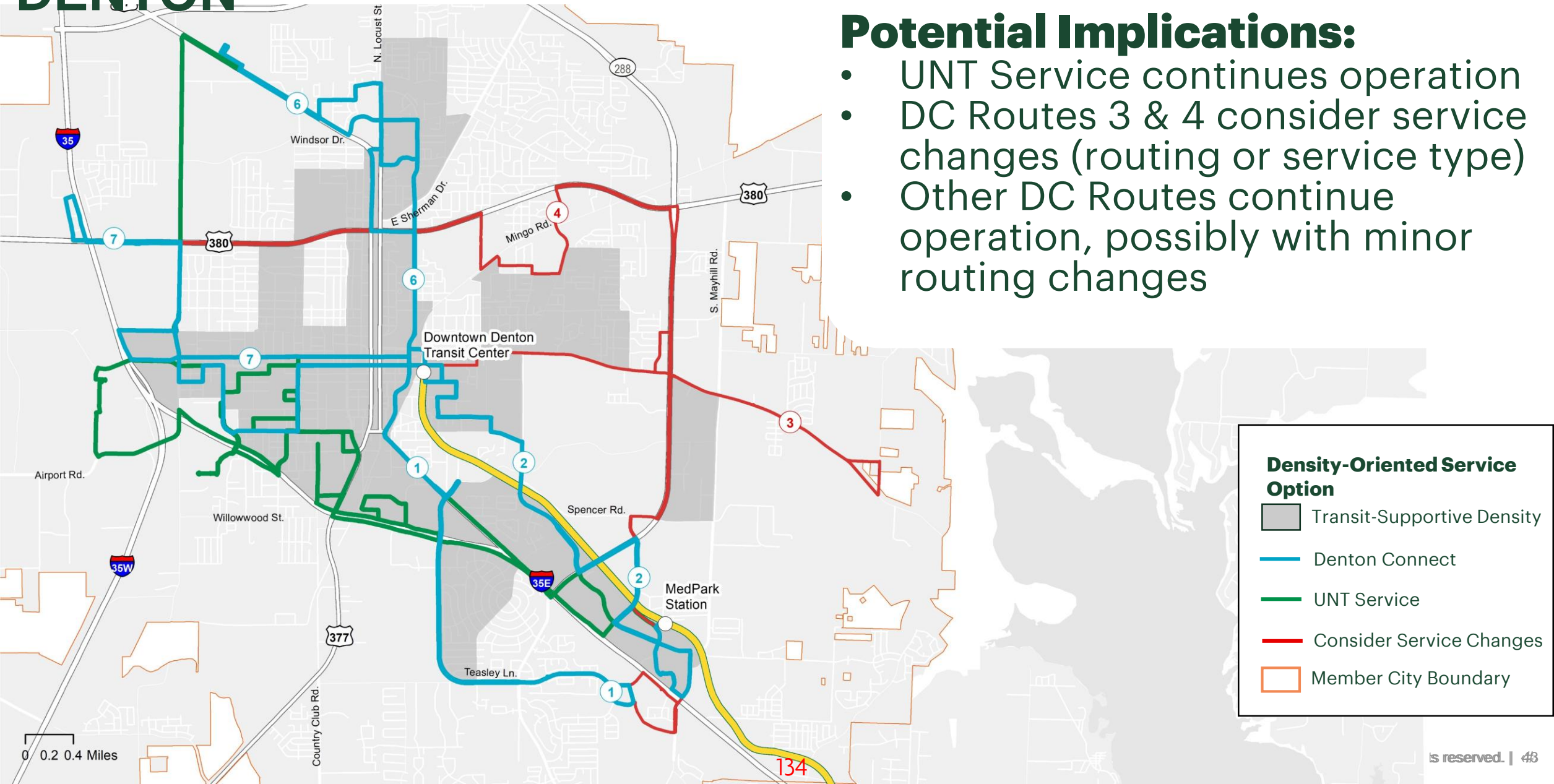


DENSITY-ORIENTED SERVICE OPTION (LOW FREQUENCY): DENTON

Regular Item 1, Exhibit 1

Potential Implications:

- UNT Service continues operation
- DC Routes 3 & 4 consider service changes (routing or service type)
- Other DC Routes continue operation, possibly with minor routing changes

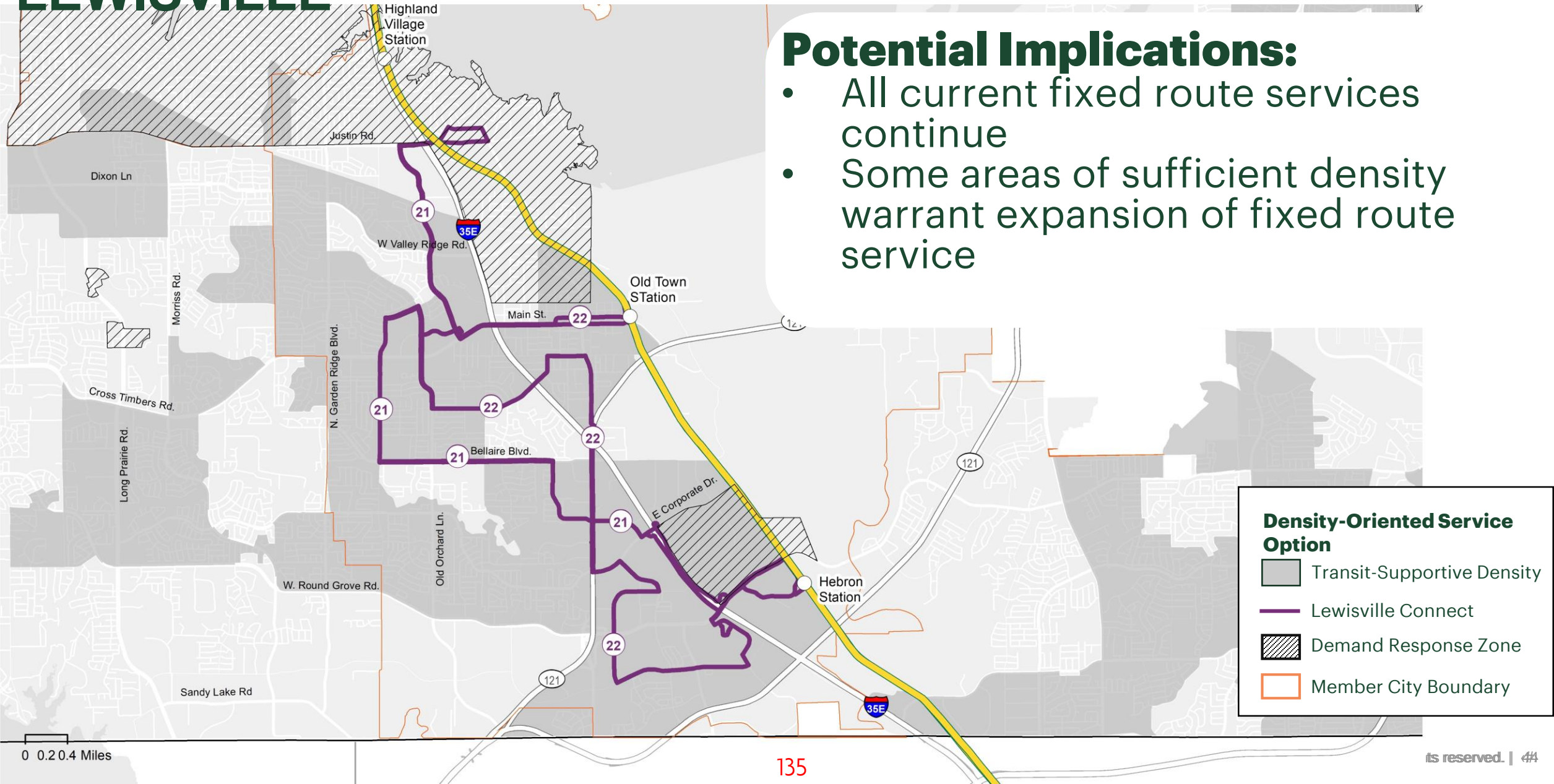


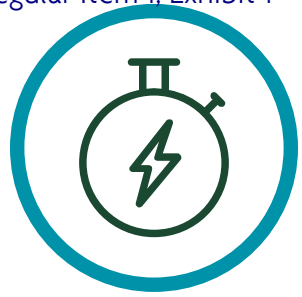
DENSITY-ORIENTED SERVICE OPTION (LOW FREQUENCY): LEWISVILLE

Regular Item 1, Exhibit 1

Potential Implications:

- All current fixed route services continue
- Some areas of sufficient density warrant expansion of fixed route service





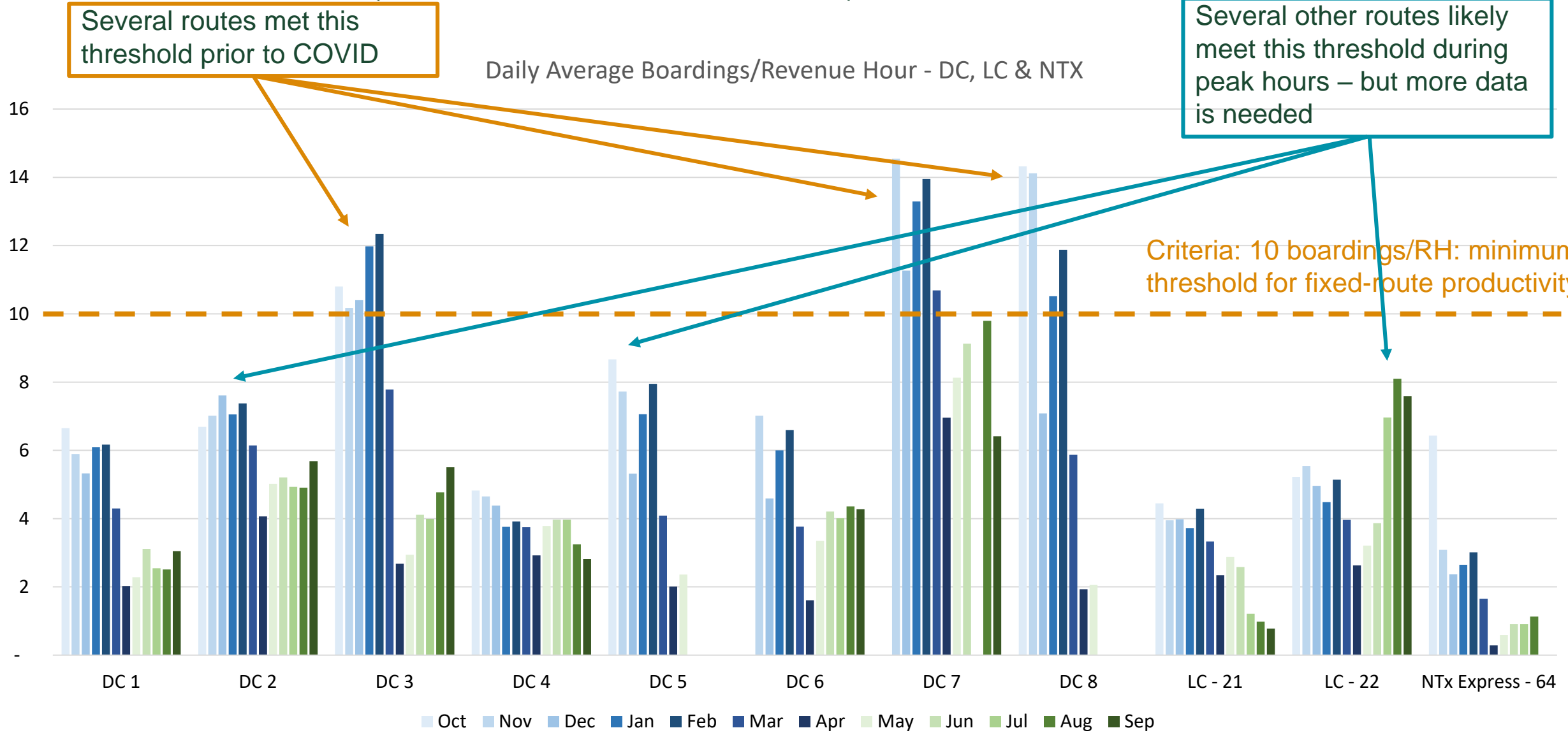
SERVICE STANDARD OPTIONS – ROUTE PRODUCTIVITY

PRODUCTIVITY CRITERIA FOR FIXED ROUTE SERVICE

Denton Connect, Lewisville Connect, NTX



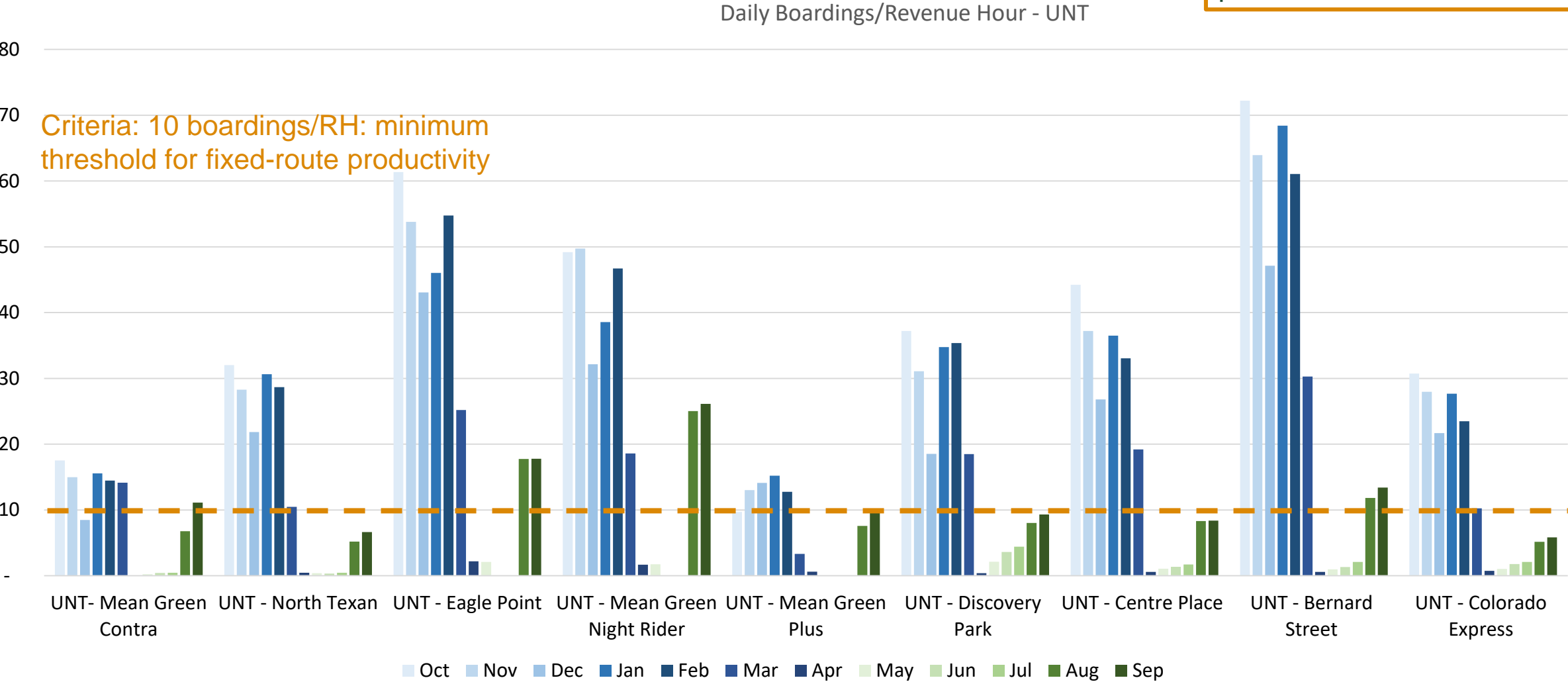
Regular Item 1, Exhibit 1

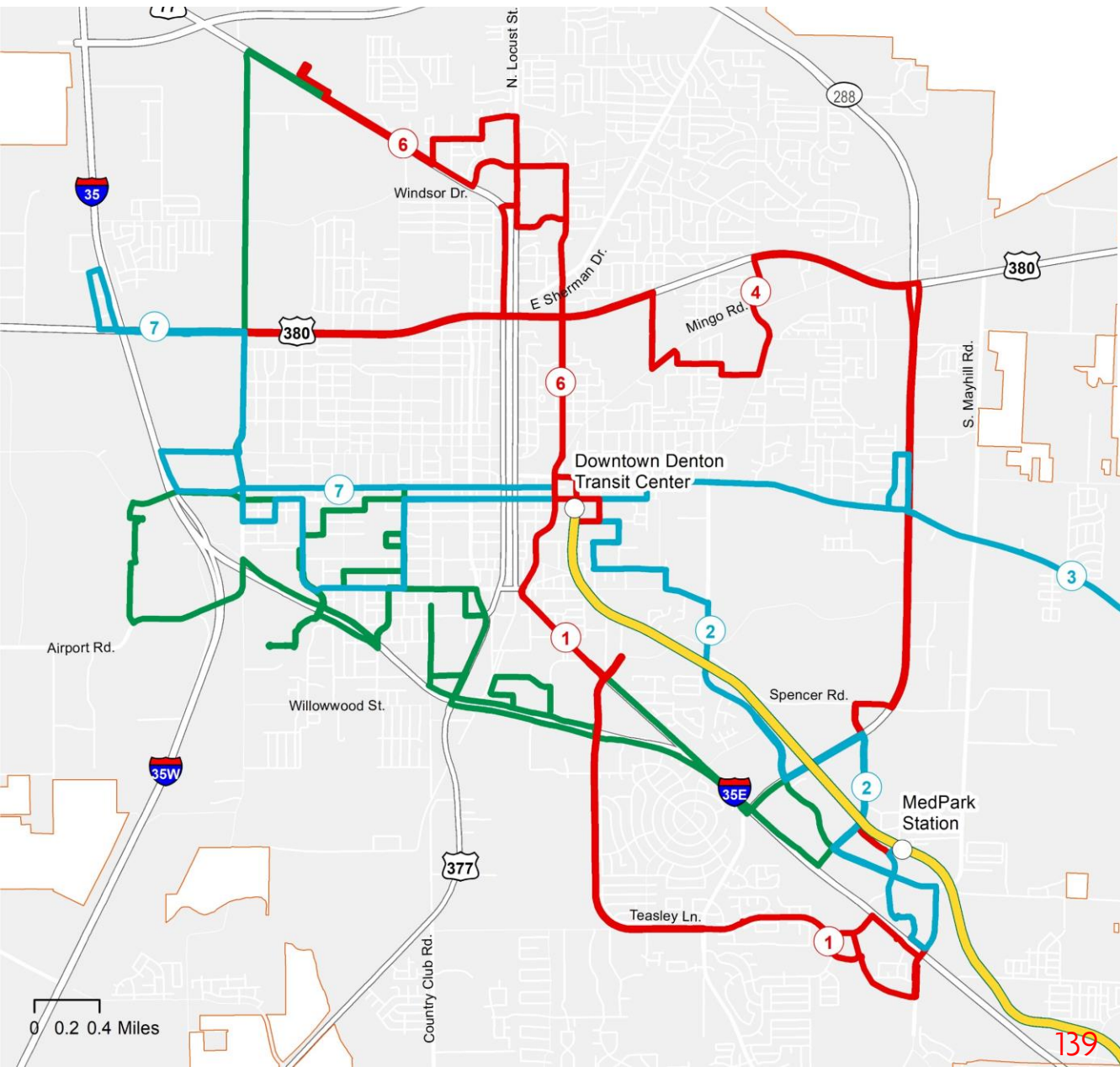


OPTIONS FOR PRODUCTIVITY CRITERIA

UNT Services

All routes met this threshold prior to COVID





Potential Implications:

- UNT Service continues operation
- DC Routes 1, 4 & 6 consider service changes (routing or service type)
- Other DC Routes continue operation, possibly with minor routing changes

Density-Oriented Service Option

Transit-Supportive Density

Denton Connect*

UNT Service

Consider Service Changes

Member City Boundary

Regular Item 1, Exhibit 1

- Route 22 continues to operate, possible with some routing changes
- Route 21 considers service changes (routing or service type)



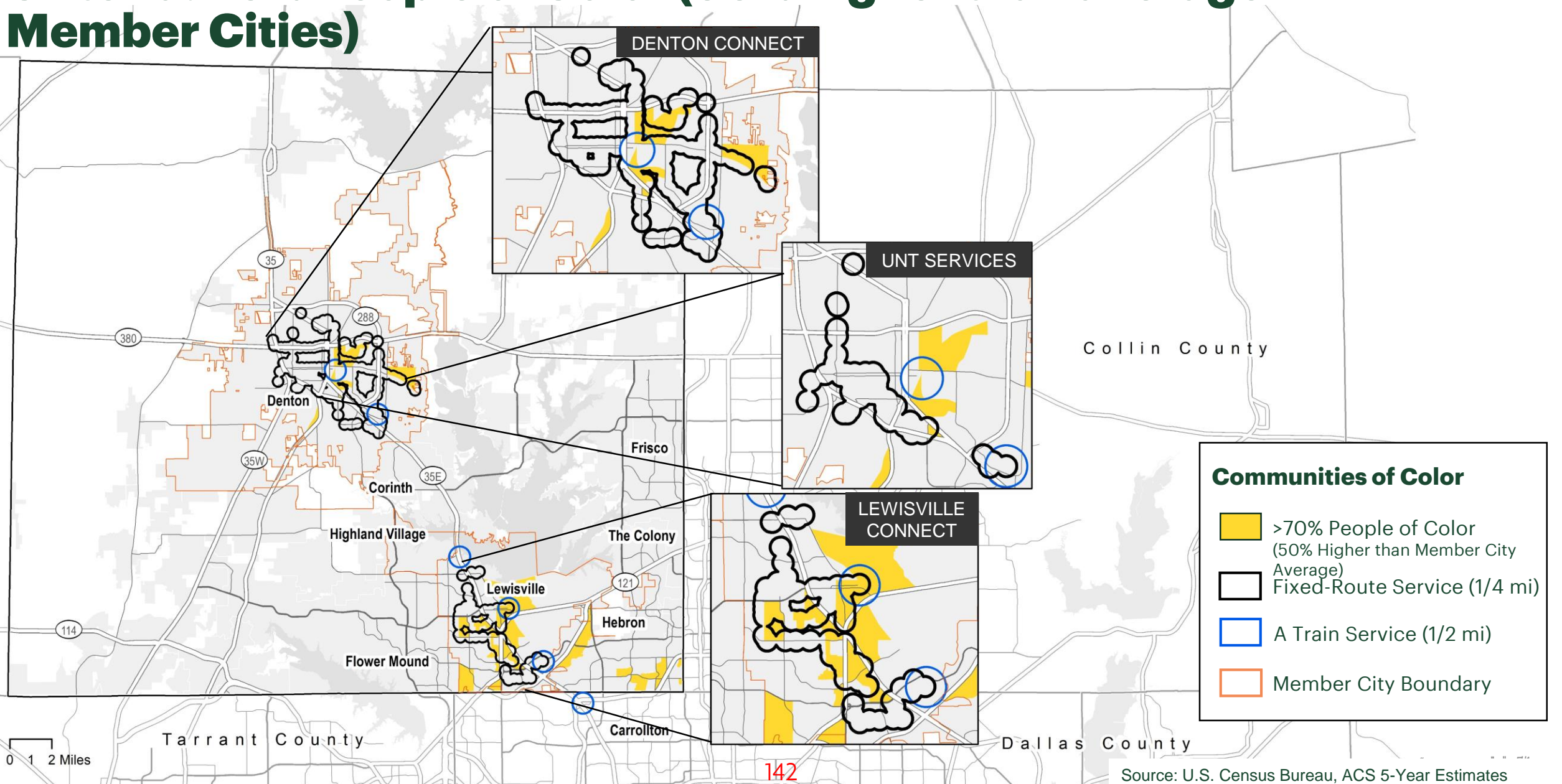


SERVICE STANDARD OPTIONS – EQUITY

POTENTIAL EQUITY CRITERIA FOR FIXED-ROUTE SERVICE

Criteria: 70% People of Color (50% higher than average in Member Cities)

Regular Item 1, Exhibit 1

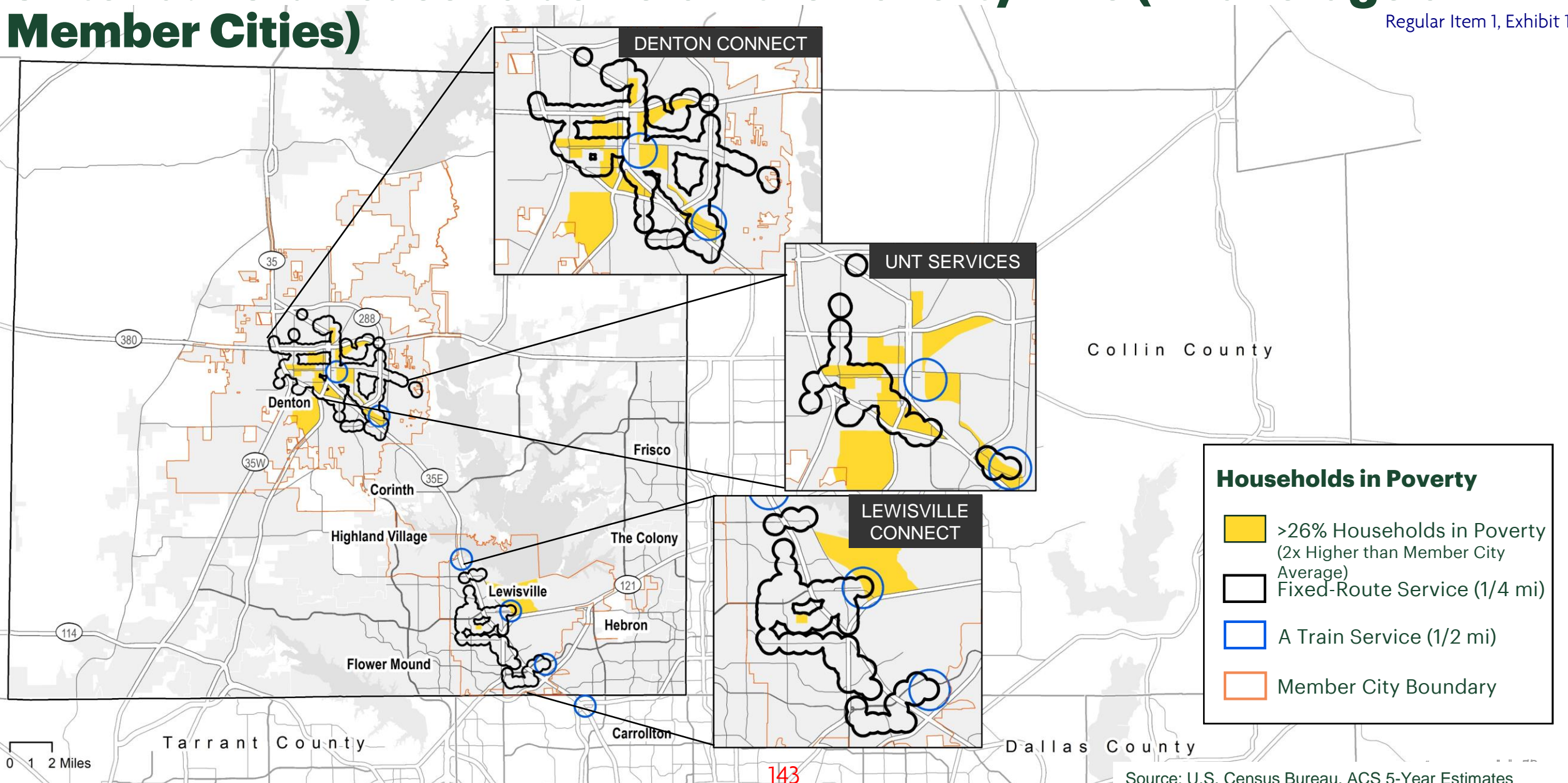


EQUITY CRITERIA FOR FIXED-ROUTE SERVICE

Criteria: 26% Households Below the Poverty Line (2x average of Member Cities)



Regular Item 1, Exhibit 1

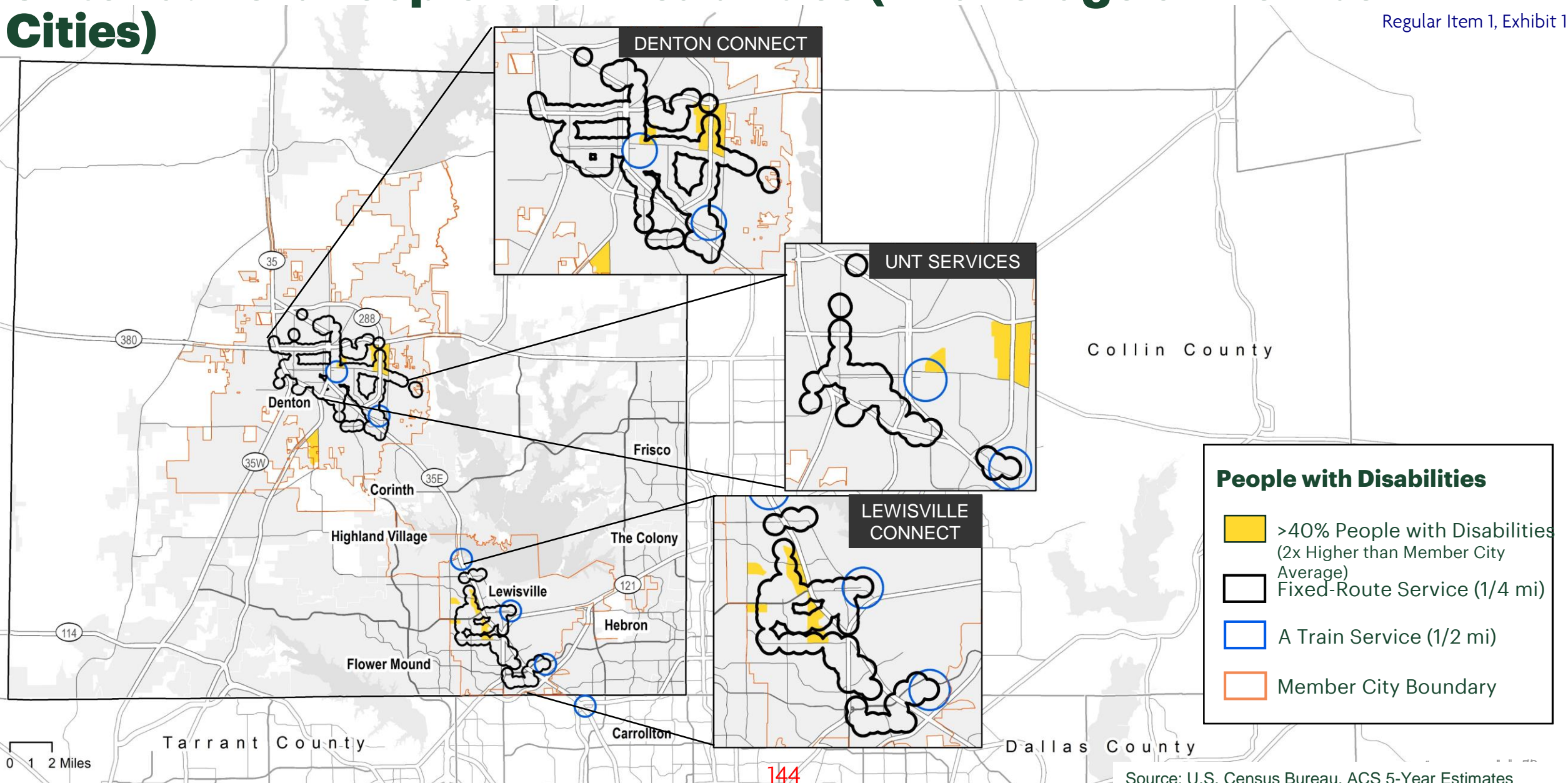


EQUITY CRITERIA FOR FIXED-ROUTE SERVICE

Criteria: 40% People with Disabilities (2x average of Member Cities)



Regular Item 1, Exhibit 1

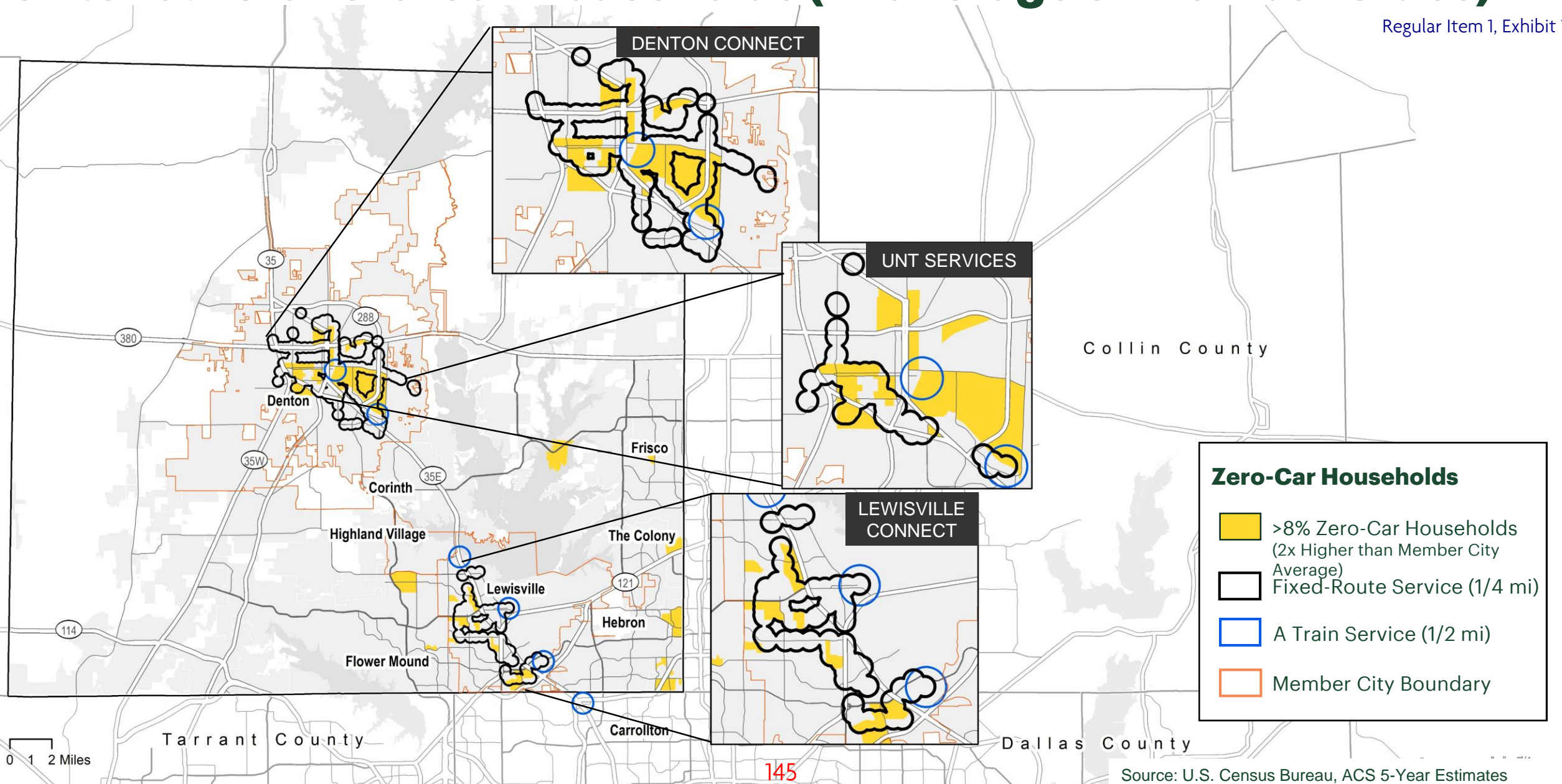


EQUITY CRITERIA FOR FIXED-ROUTE SERVICE

Criteria: >8% Zero-Car Households (2x average of Member Cities)

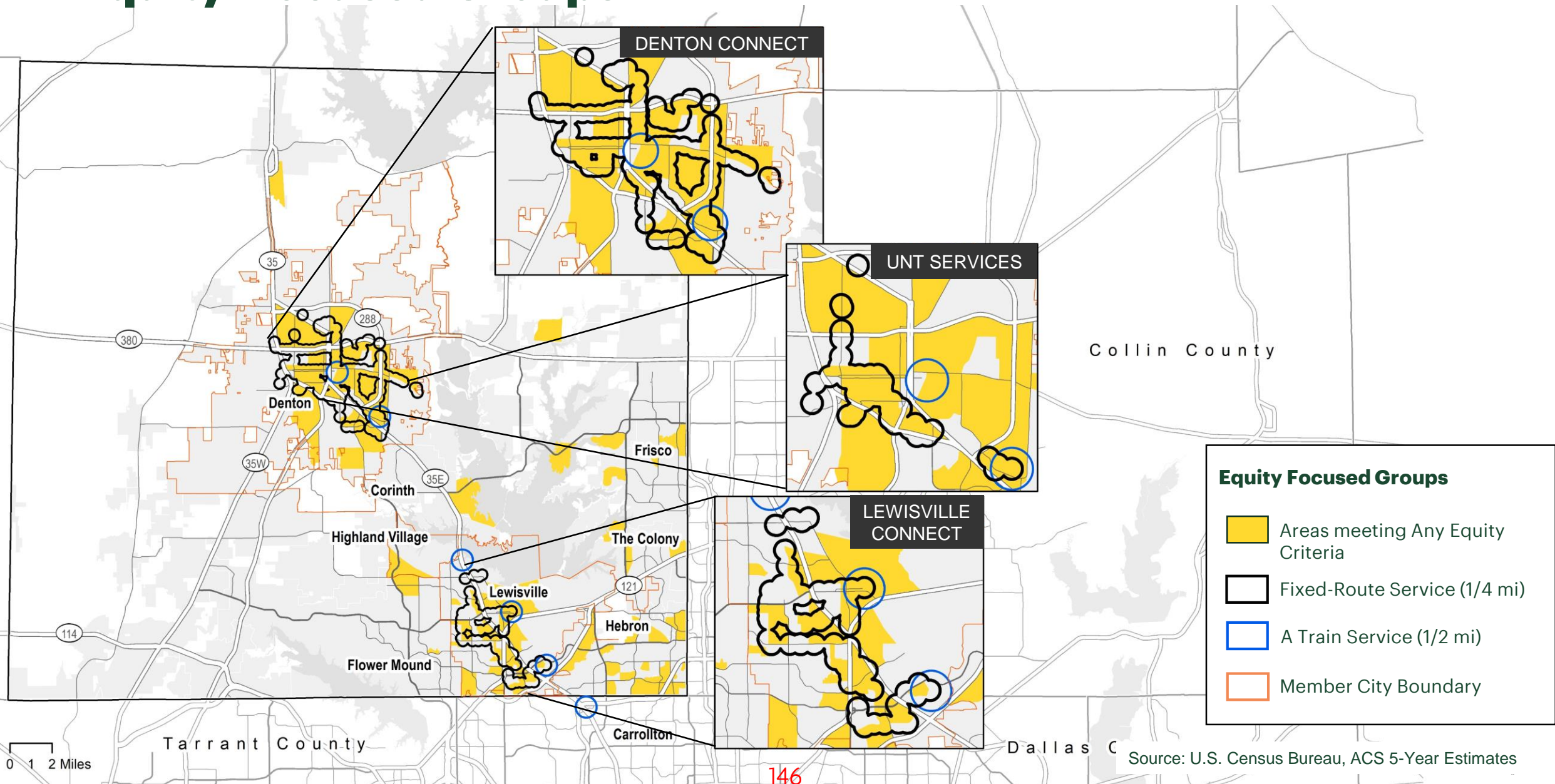


Regular Item 1, Exhibit 1



EQUITY CRITERIA FOR FIXED-ROUTE SERVICE

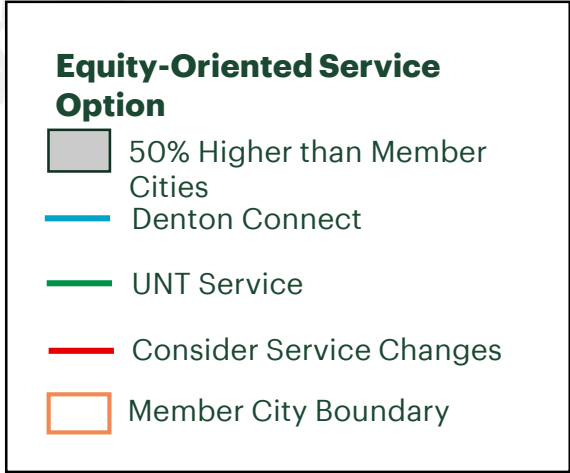
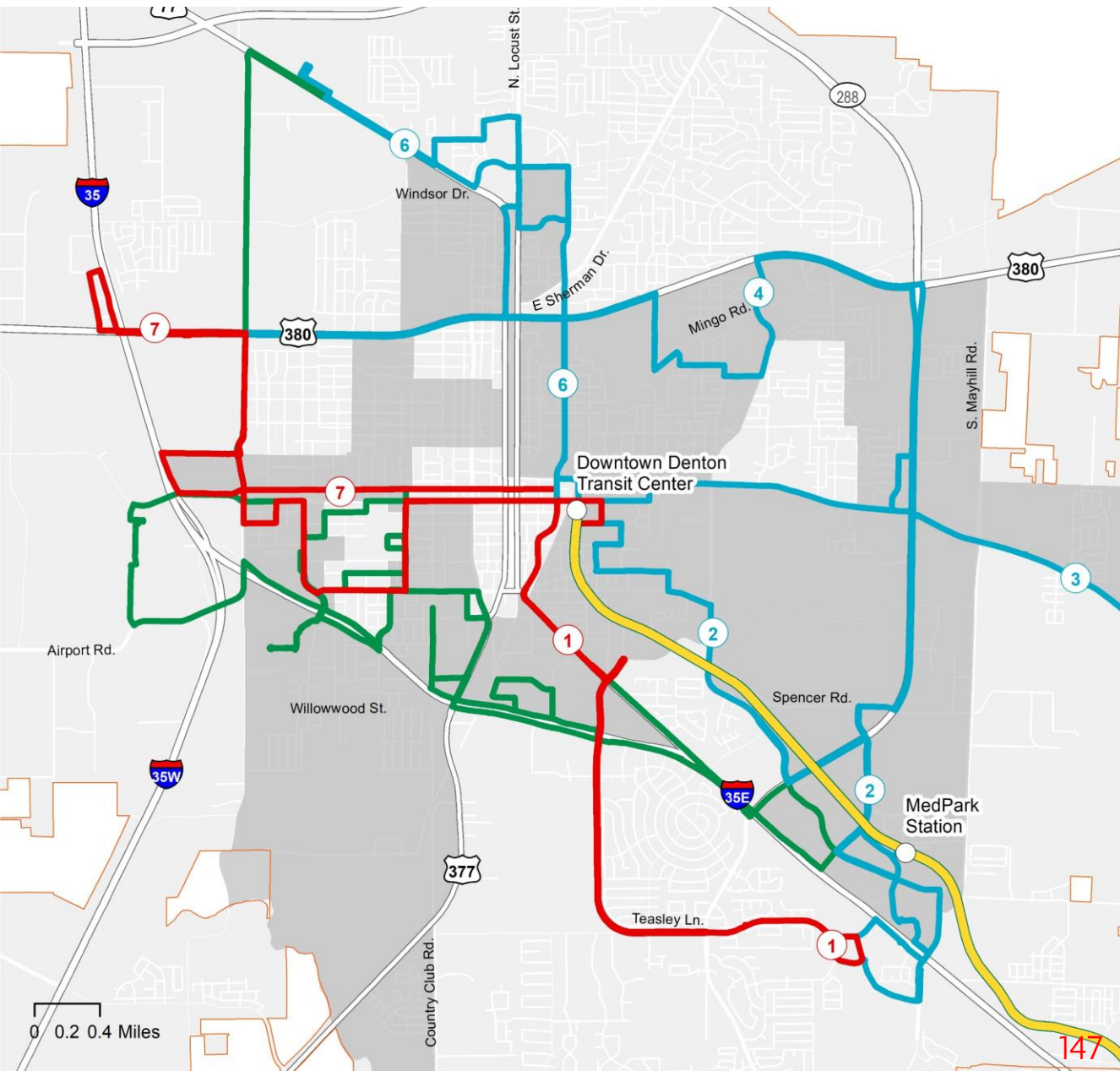
All Equity-Focused Groups



EQUITY-ORIENTED SERVICE OPTION: DENTON

Potential Implications:

- UNT Service continues operation
- DC Routes 1 & 7 consider service changes (routing or service type)
- Other DC Routes continue operation, possibly with minor routing changes

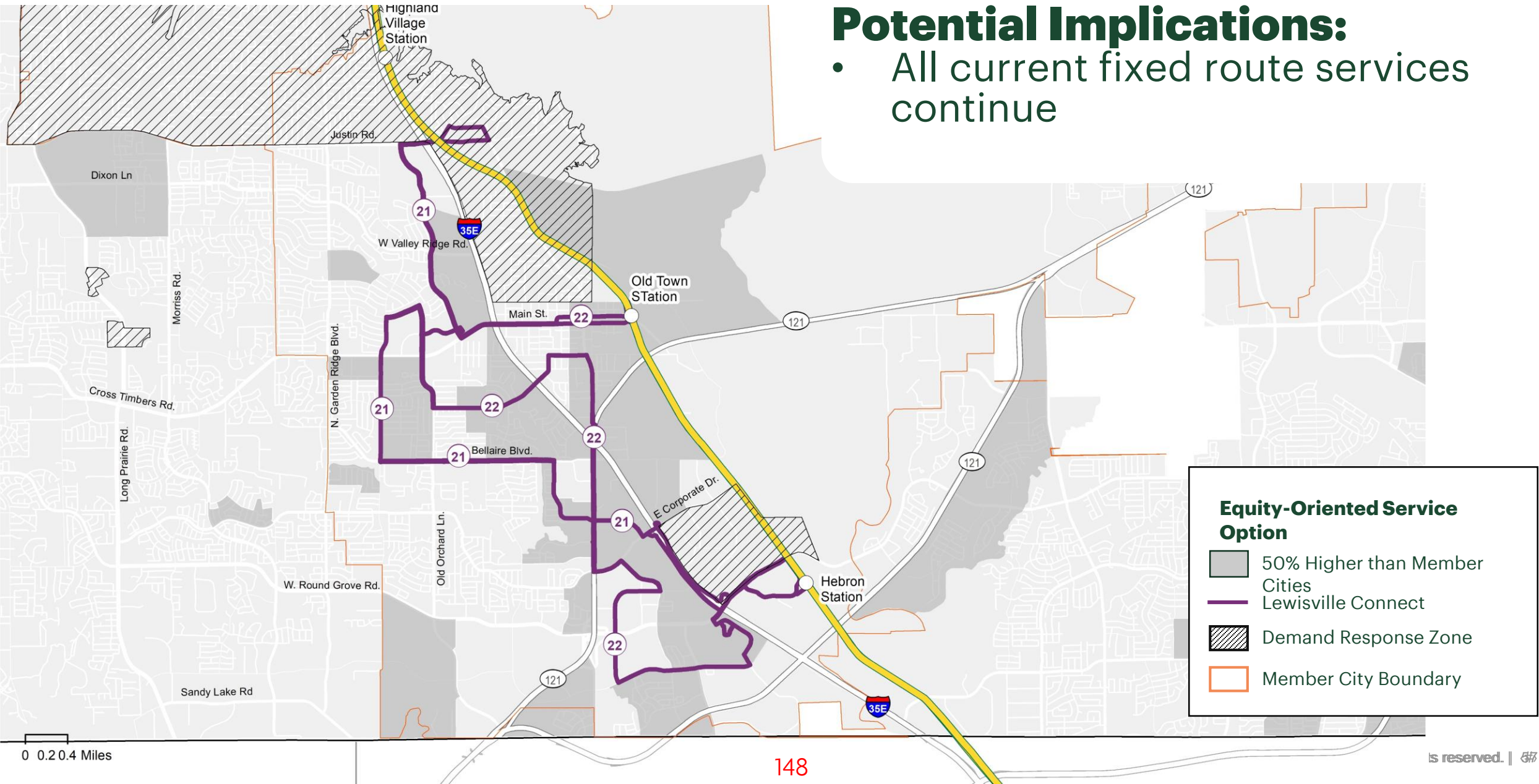


EQUITY-ORIENTED SERVICE OPTION: LEWISVILLE AREA

Regular Item 1, Exhibit 1

Potential Implications:

- All current fixed route services continue



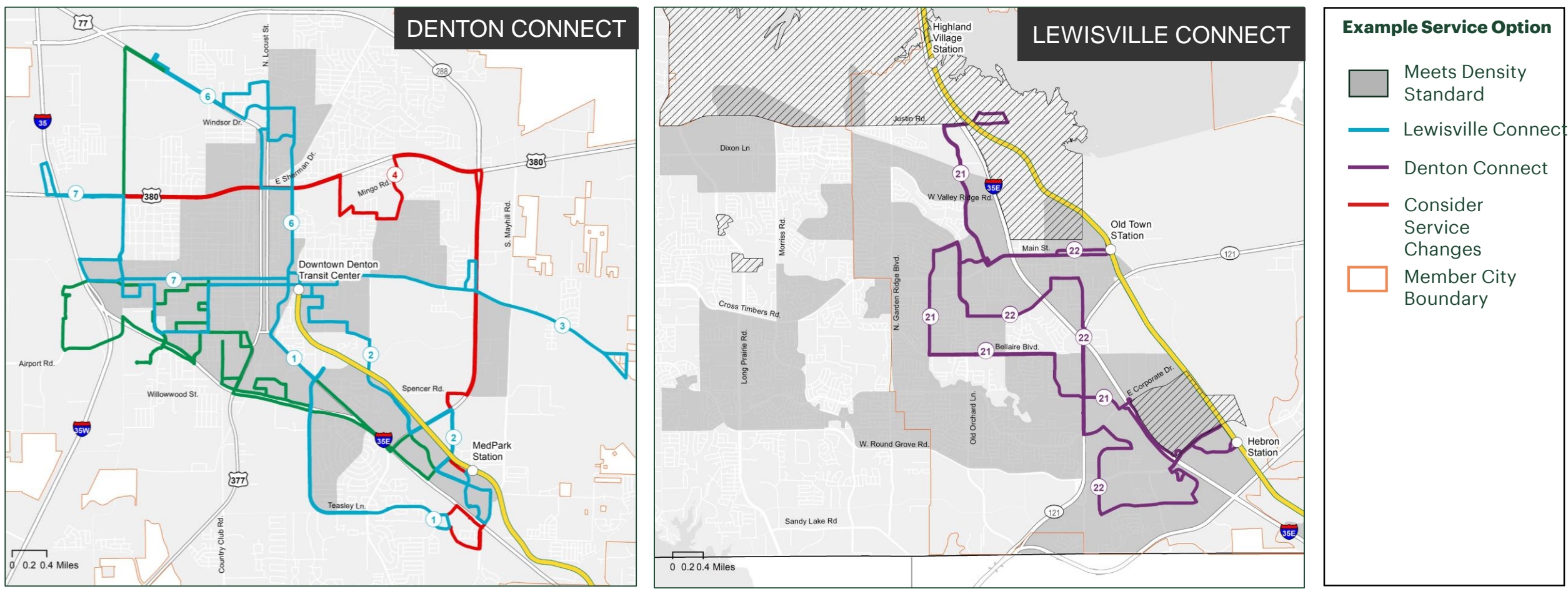
SERVICE CRITERIA BY ROUTE

Criteria can be mixed-and-matched; different thresholds result in different sets of services

Regular Item 1, Exhibit 1

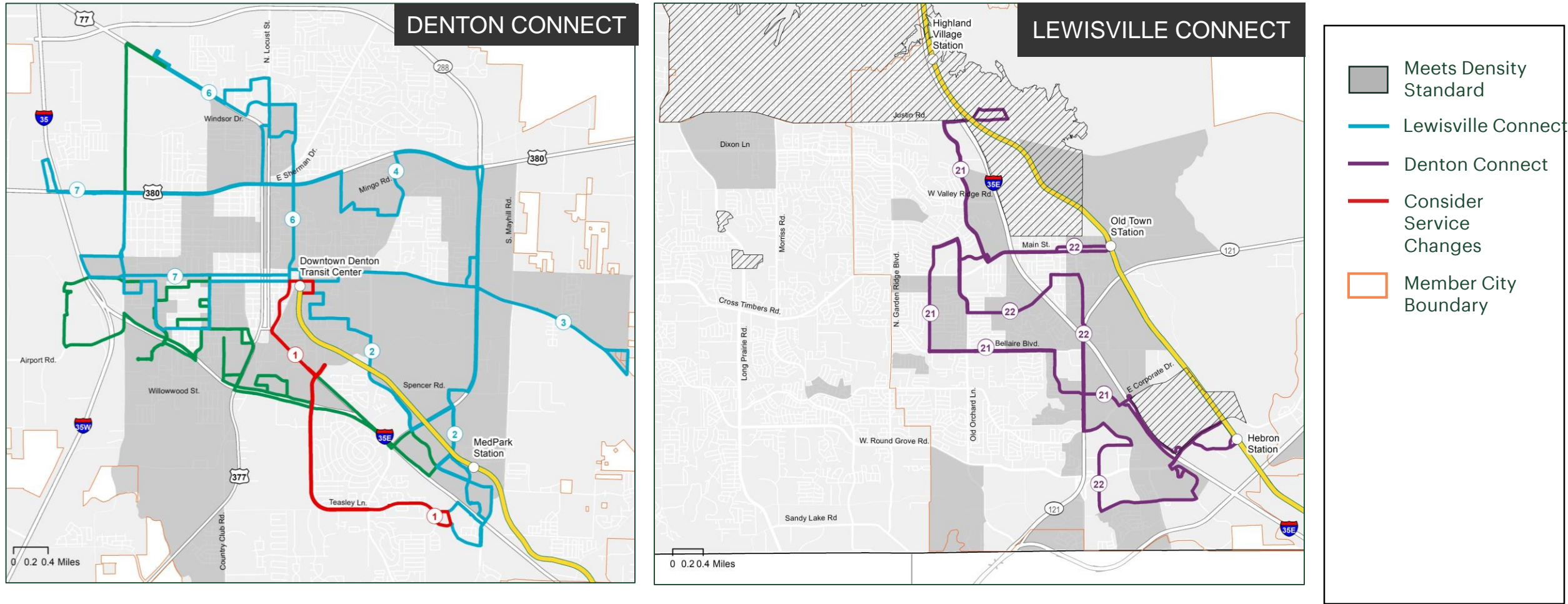
Route	Density	Equity	Productivity*
DC Route 1	✓		
DC Route 2	✓	✓	✓
DC Route 3		✓	✓
DC Route 4		✓	
DC Route 6	✓	✓	
DC Route 7	✓		✓
LC Route 21	✓	✓	
LC Route 22	✓	✓	✓

Potential Implications:



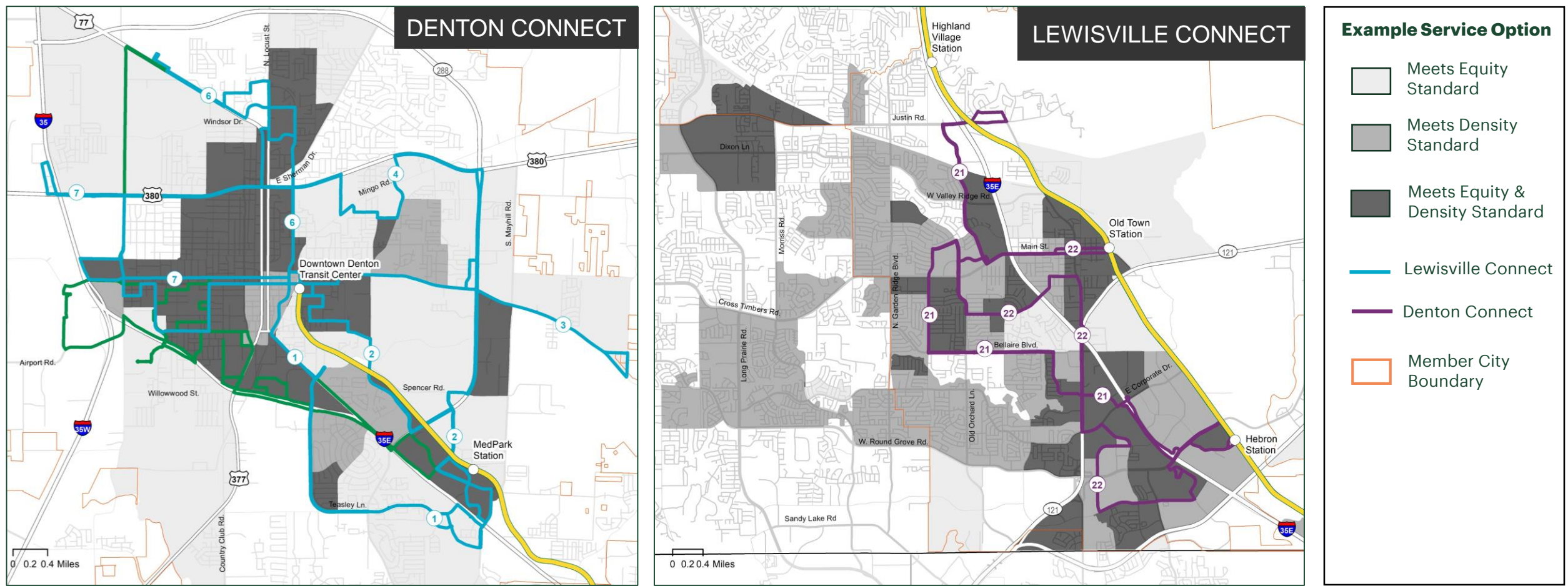
EXAMPLE SERVICE OPTION: MEETS EQUITY OR PRODUCTIVITY STANDARDS

Potential Implications:



EXAMPLE SERVICE OPTION: MEETS DENSITY, EQUITY, OR PRODUCTIVITY STANDARDS

Potential Implications:



SERVICE MODEL TRADEOFFS

TRADEOFFS & CONTRASTS: Federal Funding

If DCTA dramatically expands on-demand partnerships...

...what will the impact be on Federal compliance and funding?

Considerations:

Reporting service delivery for federal formula funding

FTA shared mobility requirements placed on service model

ADA & Title VI requirements placed on service model, including public input

TRADEOFFS & CONTRASTS: Capacity and Scaling

If DCTA dramatically expands on-demand partnerships...

... what will be the effects of large-scale implementation?

Considerations:

Identifying thresholds to shift from on-demand to fixed-route service

Ensuring on-demand service providers can meet scale required while maintaining service quality and cost

Retaining fixed-route capacity for future need

If DCTA dramatically expands on-demand partnerships...

... how will they track and evaluate performance?

Considerations:

Performance measures that work for fixed-route and demand response

Data collection agreements with service providers

Dashboards to drive decision-making

TRADEOFFS & CONTRASTS: ACCESSIBILITY & EQUITY

There are many tradeoffs to consider when selecting Fixed-Route and Demand Response service models

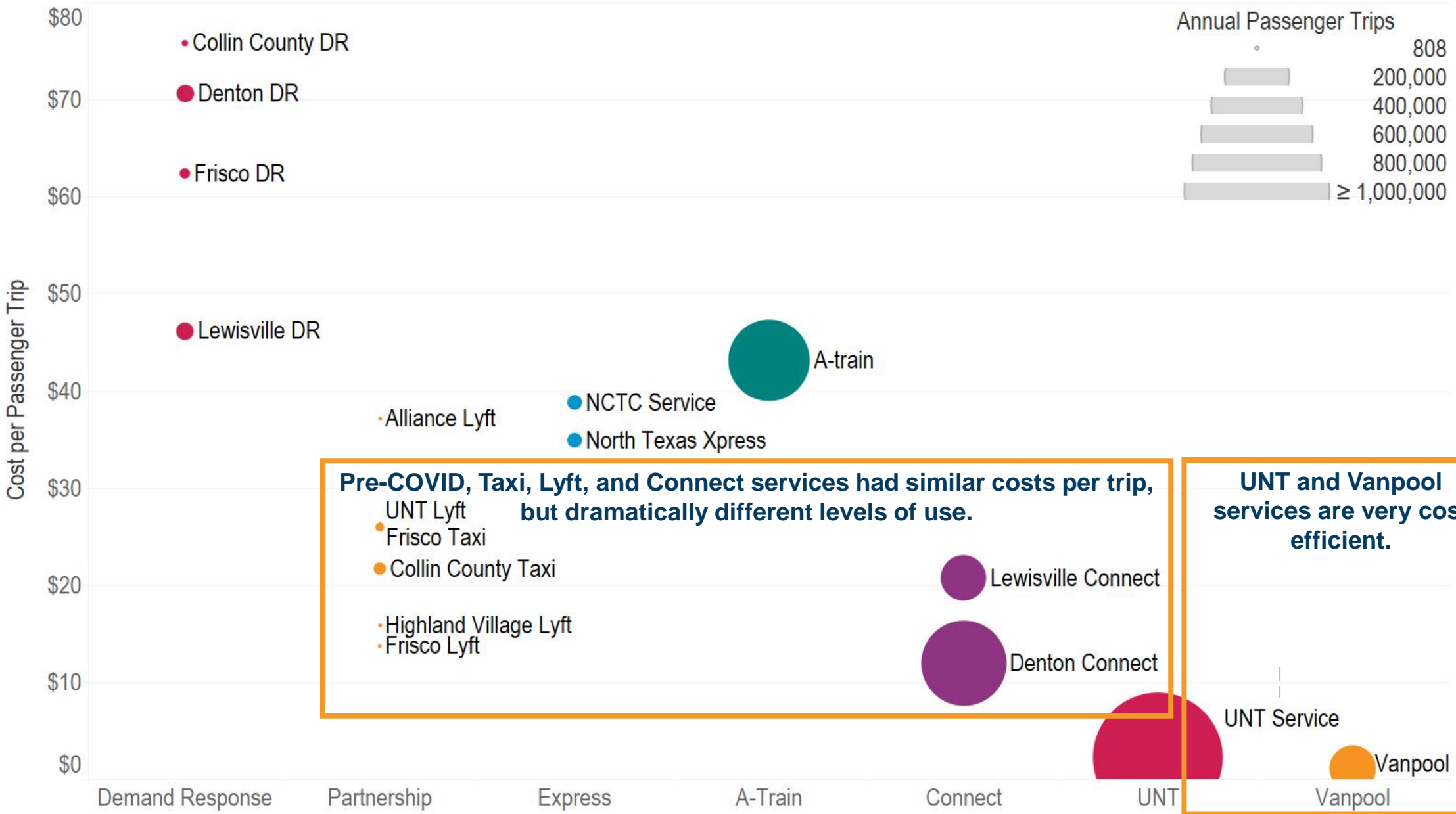
Tradeoff Category	Fixed Route	TNC/Taxi-Based Demand Response
ADA & Accessibility	Requires equivalent paratransit within ¾ mile of fixed route service or rail station. All vehicles must be accessible (some exceptions for commuter vehicles).	Requires ADA equivalent service across service area, which may be larger than fixed-route buffer. Not all vehicles required to be accessible, and TNCs can be augmented with ADA-specific accessible service (e.g. Taxi)
Fares & Payment	Multiple options including cash, fare card, phone application	Typically requires smartphone application. May present difficulties for unbanked population.
Equity & Title VI	Pilots and service areas must not negatively affect EJ communities.	Pilots and service areas must not negatively affect EJ communities.
Performance Metrics	Well-understood (Revenue hours/miles, unlinked trips, OTP, etc).	Emerging (wait time, wait time variance, percent of rides shared, deadhead ratio).
Contract Management	Service provision and performance metrics well-understood.	How to structure contracts to ensure quality of passenger experience is guaranteed, can be monitored and adjusted to meet changing needs.

<https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/ntd/133146/2019-ntd-reporting-policy-manual-v1-2.pdf>
<https://www.nap.edu/download/25109>
<https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/research-innovation/134611/compliance-fta-requirements-transit-shared-mobility-partnerships-ppt.pdf>

TRADEOFFS & CONTRASTS: SERVICE & OPERATIONS

Tradeoff Category	Fixed Route	TNC/Taxi-Based Demand Response
Federal Funding (e.g. 5307, 5310, JARC)	Clear FTA guidelines for reporting service and in turn receiving formula funding.	Requires: <ul style="list-style-type: none"> • Shared ride policy • Full agency subsidy (less fare) • General access (or age/disab./inc.) • Regular service (not pilots) • Must be contracted—trip planning is not sufficient • Agency—not contractor—must be recipient
Coverage	Low-frequency (>30m) service typically considered inadequate for coverage service.	Trivial to expand service area, even in auto-oriented development; however, longer trips may incur greater agency expense. To manage trip length, service areas are typically limited in size and restricted in origin and/or destination.
Capacity & Scaling	Cost per trip goes down as ridership goes up.	Cost per trip scales relatively linearly with ridership.
Capital Resources	Rolling stock and station areas. Eligible for FTA capital grants.	Varies depending on model; from dispatch/admin only to full fleet. May be eligible for FTA capital grants.

TRADEOFF CONSIDERATIONS - COST



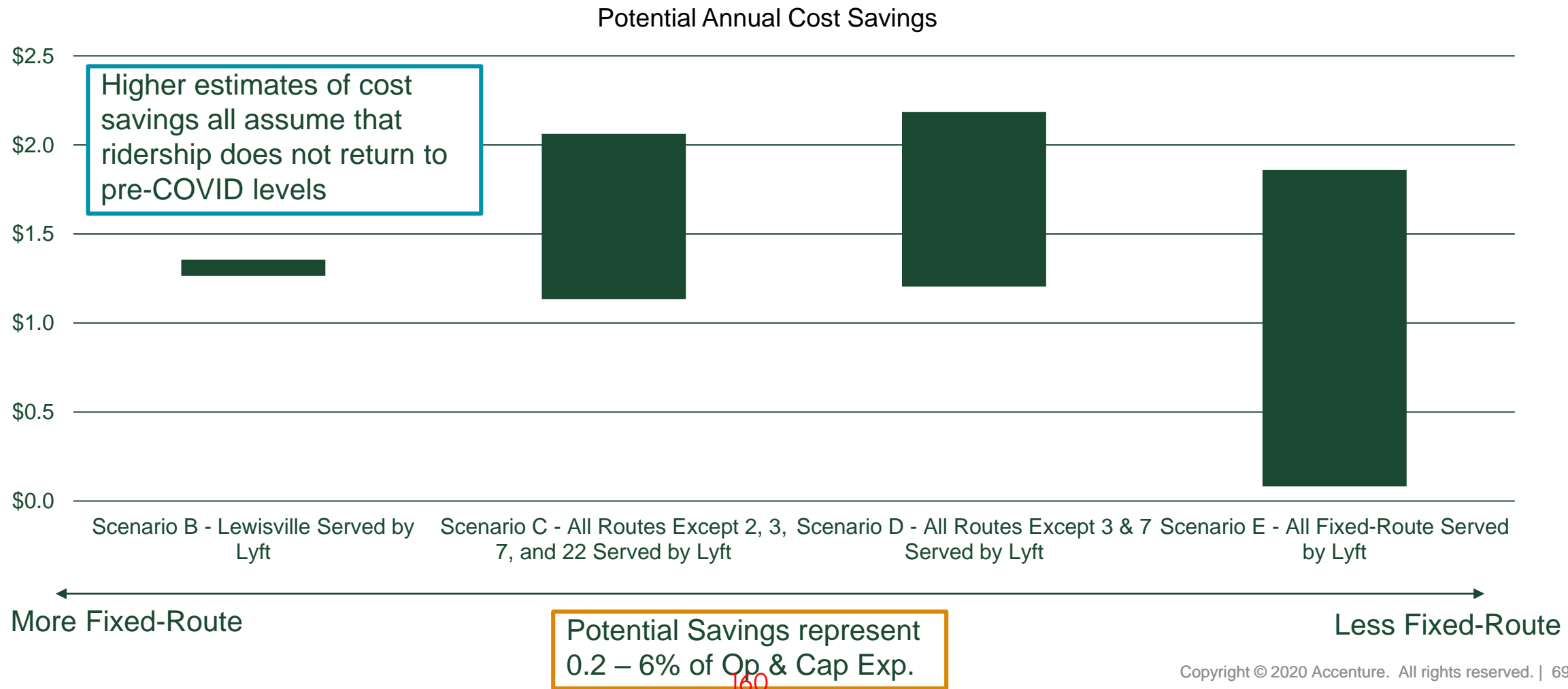
Pre-COVID, Taxi, Lyft, and Connect services had similar costs per trip, but dramatically different levels of use.

UNT and Vanpool services are very cost efficient.

TRADEOFF CONSIDERATIONS - COST

Potential Costs Savings Based On:

- Which fixed route services to operate: continuing efficient fixed route services saves money
- Ridership Levels: potential cost savings diminish with higher levels of ridership
- Scalability of Costs: Can Lyft (for example) provide 200x more trips at the same cost per trip?



IMPROVE DATA COLLECTION & MANAGEMENT PRACTICES (SEE ALSO T3)



Value:

M

Cost:

M

Complexity:

M

Implementation Time:

M

Initiative Description & Objectives

Leverage technology solutions for collecting data about ridership, costs, and service at a disaggregate level (by route, by time of day, etc.). Standardize data formats to support monitoring, decision-making, and peer comparisons.

Key Objectives

- Provide detailed insight into the impact of service levels on ridership (and visa versa) and manage future system performance
- Improve coordinated decision-making between the DCTA board, staff & partners, stakeholders
- Increase public accountability and transparency

Scope

In Scope

- Deployment of integrated data systems that allow for easy access across financial and operations data.
- Deployment of automated data collection tools on board vehicles.

Out of Scope

Key Obstacles & Risks

- Available staff resources to manage and process data
- Lack of service contractee(s) appetite to support cost of technology investments (ex: UNT)

Timeline Factors

Project Dependencies

- Data Collection technology deployment requires completion of Initiative 1A

Implementation Duration

- 1-2-year launch
- Ongoing implementation

Costs and Benefits

Benefits

- Informed investment decisions
- Improved transparency
- Improved performance monitoring
- More efficient staff time

Costs

- In-vehicle technologies (APCs) or digital fare mgmt
- Centralized data management software
- Training and staff resources

Key Performance Metrics

- % modes, routes with data capture for boardings, alightings, time of day
- Trips by mode: time of day, boardings/alighting by stop/location

Involved Stakeholders

- DCTA Board
- Planning, Operations & IT staff
- Technology vendors

Next Steps

- Identify data needs. Service levels (1A) and fleet composition (1D) should be finalized before hardware procurement.

	Value: H	Cost: Var.	Complexity: M	Implementation Time: M			
Initiative Description & Objectives				Timeline Factors			
<p>Align fixed routes to demand from market analysis/rider survey. Ensure that service levels are supportive of demand on fixed route services, in accordance with Initiative 1A.</p> <p>Key Objectives</p> <ul style="list-style-type: none">• Provide faster, more direct trips for passengers by matching service patterns to the needs of travelers• Grow transit ridership by providing appropriate service levels in higher density areas				Project Dependencies		Implementation Duration	
				Adoption of service standards (Initiative 1A) and identification of fixed route service area.		<ul style="list-style-type: none">• Rider survey & data analysis: 6 months• Service planning: 6 months	
				Costs and Benefits			
				Benefits		Costs	
				<ul style="list-style-type: none">• Improved cost efficiency• Improved travel experience for users		<ul style="list-style-type: none">• Survey and/or data acquisition• Staff and/or consultant time	
Scope				Key Performance Metrics		Involved Stakeholders	
				<ul style="list-style-type: none">• Ridership• Route efficiency• Passenger Satisfaction		<ul style="list-style-type: none">• Board• Planning & Operations staff• Public• Finance, Marketing & Admin Staff	
In Scope		Out of Scope					
<ul style="list-style-type: none">• On-Board rider survey and/or big-data based market analysis (ex: cell phone mobility data).• Detailed service planning for fixed route service area.		<ul style="list-style-type: none">• Purchase and deployment of APC or digital fare management for granular data capture					
Key Obstacles & Risks				Next Steps			
<ul style="list-style-type: none">• Incomplete understanding of existing demand could lead to unintentional service dislocation when adjusting route map (ex: DC riders that transfer to UNT service)				<ul style="list-style-type: none">• Define rider survey and sampling duration• Consider utilization of big data sources (e.g., cell phone mobility patterns)• Analyze results as inputs for service planning			

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Value:	H	Cost:	Var.	Complexity:	L	Implementation Time:	M
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Initiative Description & Objectives		Timeline Factors	
<p>Institute a plan to ensure that fleet is comprised of the right vehicle mix to meet service needs, whether that be liquidating excess fleet or purchasing new vehicles necessary to support preferred service.</p> <p>Key Objectives</p> <ul style="list-style-type: none"> Increase fleet utilization efficiency Reduce storage space and maintenance required for unused vehicles 		<p>Project Dependencies</p> <ul style="list-style-type: none"> Complete Initiatives 1A, 1B, 1C 	<p>Implementation Duration</p> <ul style="list-style-type: none"> 1.5 years (divesting will be faster than acquisition)
Scope		Costs and Benefits	
In Scope	Out of Scope	Benefits	Costs
<ul style="list-style-type: none"> Identify required fleet to meet service plan Divest or acquire vehicles as needed 	<ul style="list-style-type: none"> Long-term fleet management plan 	<ul style="list-style-type: none"> Salvaged revenue from unused vehicles Improved storage efficiency Reduced maintenance costs 	<ul style="list-style-type: none"> Potential new vehicles needed to support preferred service Divestment service fees
Key Obstacles & Risks		Key Performance Metrics	Involved Stakeholders
<ul style="list-style-type: none"> Uncertainty about future of service area/levels/type. Divesting vehicles limits future flexibility. 		<ul style="list-style-type: none"> Spare ratio Maintenance Costs 	<ul style="list-style-type: none"> DCTA Board Planning & Ops Staff Finance, Marketing & Admin Staff
		Next Steps	
		<ul style="list-style-type: none"> Complete adoption of service standards (1A) and service plan (1C) 	

INTEGRATION OF INITIATIVES WITH ONGOING DCTA WORK

Regular Item 1, Exhibit 1



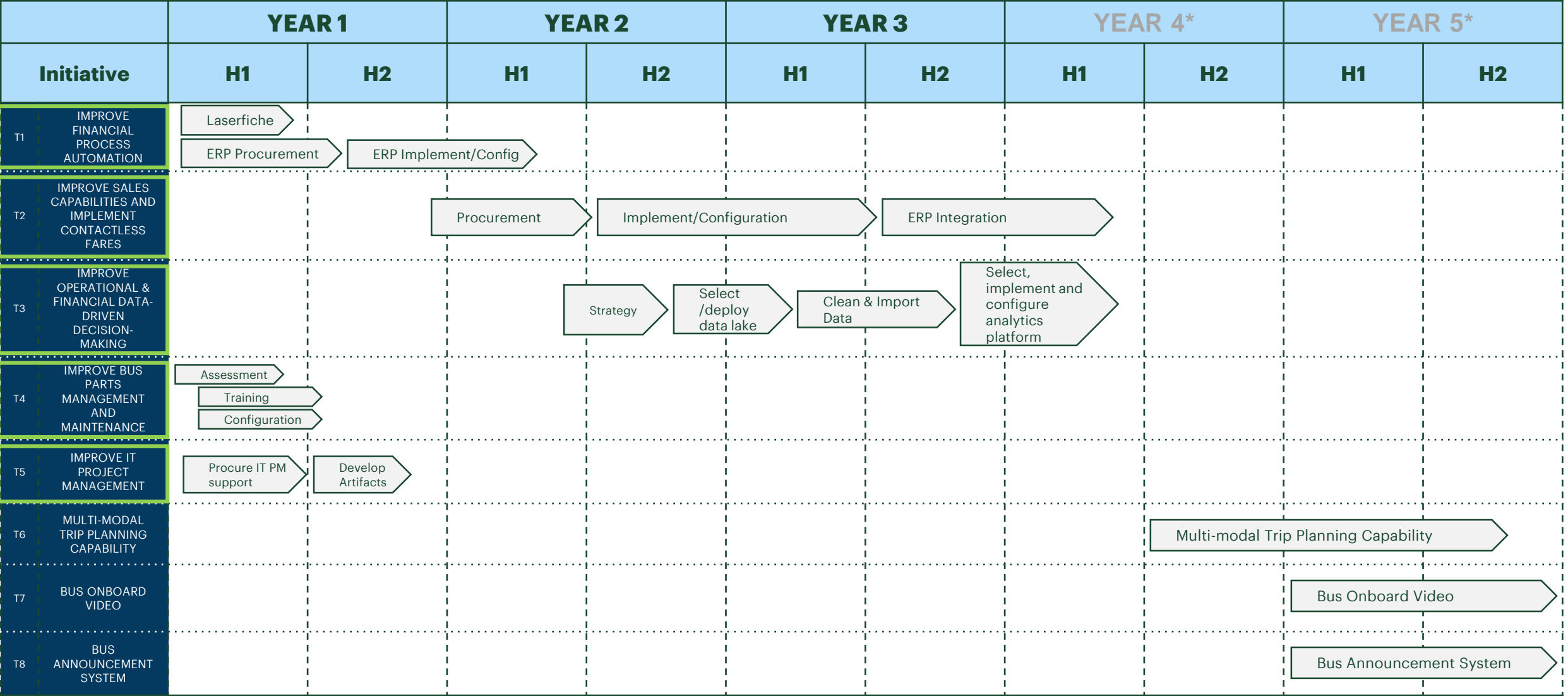
	Tactical Data Collection and Analysis	Service Area Standards
Board	Provide high-level guidance on community and strategic needs.	Develop high-level multimodal service standards that reflect strategic vision of community.
Staff	Using available data, spend 1-3 months gathering information to help support development of multimodal service standards.	Advise and support Board in development of updated multimodal service standards. Ensure compliance with regulations.
On-Demand Partners	Provide staff with statement of capabilities and data requirements for provision of on-demand service.	
Public Engagement	Engage community to inform service balance.	
	Transformation	

Service Planning 1c	Implementation 1d 1b	Long Range Plan
Provide guidance, feedback and support to Staff.	Provide feedback and support to Staff. Monitor performance measures.	Provide input and refinement of strategic vision. Support staff with resources to meet strategic goals.
Refine service to meet short- and long-term goals based on service standards. Work with partners where needed.	Enact plan; collect data for long-term analysis.	Interpret data and strategic vision to guide operating and capital decision-making.
Provide supplemental short-range planning (O/D) for TNC/DR components of short-range decisions.	Enact Plan. Collect and provide data for long-term analysis.	
Engage public to inform service planning.	Engage public to receive continual feedback on service.	Engage public to receive feedback on strategic vision.
Planning and Execution		



TECHNOLOGY FUTURE STATE INITIATIVES

TECHNOLOGY ROADMAP - INITIATIVES



KEY:

T

Full Charter and Benefits Case Built

T

Initiative Identified and Defined

*The roadmap becomes increasingly uncertain over time, as multiple factors can impact when an initiative is begun. As such, initiatives identified in years 4 and 5 may be shifted as needed.

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TECHNOLOGY INITIATIVE DETAILS

Solution #	Solution Building Block	Description	Charter & Benefits Case Included	Initiative from Multiple Towers?
T1	Improve Financial Process Automation	<ul style="list-style-type: none">Implement solution for document management, routing, approvals, and e-signature.Enhance or replace SunGard ERP solution to further automate financial processes (e.g., budgeting and planning, accounts receivable, procure to pay, close and consolidation, analytics, financial reporting).	Yes	Yes
T2	Improve Sales Capabilities And Implement Contactless Fares	<ul style="list-style-type: none">Provide capability to purchase and print tickets from the online store instead of having to wait for tickets to be mailed.Replace legacy ticket Point of Sale systems.Implement contactless fare system including ticket redemption on buses/trains. Use this solution to automatically collect ridership data.	Yes	No
T3	Improve Operational & Financial Data-driven Decision-making	<ul style="list-style-type: none">Implement data lake, business intelligence software, and reporting solution to analyze transit, fleet, passenger, and financial data.	Yes	Yes
T4	Improve Bus Parts Management And Maintenance	<ul style="list-style-type: none">Secure additional training on TransitFleet solution and make any required configuration changes to improve bus maintenance and parts management capabilities.	Yes	Yes
T5	Improve IT Project Management	<ul style="list-style-type: none">Hire an IT Project Manager to manage IT projects to successful completion.Develop IT project management and IT procurement requirements templates and processes to improve IT solution implementation outcomes (e.g., sufficiently vendor-configured solutions, adequate training)	Yes	No
T6	Multi-modal Trip Planning Capability	<ul style="list-style-type: none">Serve rider-enabling multi-modal trip planning information real-time via Website and App that can reduce barriers to ride. Make trip fare calculations intuitive instead of needing to understand complicated fare charts.	No	No
T7	Bus Onboard Video	<ul style="list-style-type: none">Implement bus onboard video surveillance system.	No	No
T8	Bus Announcement System	<ul style="list-style-type: none">Introduce passenger-facing stop and notice announcement system on buses.	No	No

IMPROVE FINANCIAL PROCESS AUTOMATION

CHARTER & BENEFITS CASE



Value:	H	Cost:	H	Complexity:	H	Implementation Time:	H
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Initiative Description & Objectives

Improve the automation, integration, and ease of performing DCTA financial functions by implementing improved financial technology solutions (Enterprise Resource Planning [ERP] suite) and improving financial processes. This initiative will also provide the capability to better report on and analyze financial data for business decision-making.

Key Objectives

- Improve ability to review and update the General Ledger
- Further automate financial reporting and improve the readability/usability of financial reports
- Improve Procure to Pay cycle by routing, approving, tracking and paying invoices in an integrated, automated solution
- Automate grant management and tracking
- Integrate payroll with ERP solution
- Improve ability to analyze financial data for decision making

Scope

In Scope	Out of Scope
<ul style="list-style-type: none">• As an interim solution, expand Laserfiche pilot to include invoice routing, approval, and tracking• Identify, procure and implement a new ERP solution• Align financial processes to solution capabilities	<ul style="list-style-type: none">• Integrating new ERP system with the following solutions would occur in subsequent projects:<ul style="list-style-type: none">• Point-of-Sale solutions and Web storefront• Operational data stores• Contract management and procurement

Key Obstacles & Risks

- ERP implementations are complex and costly; proceed methodically with go/no go checkpoints

Next Steps

- Clarify feature roadmap for existing SunGard ERP system
- Develop ERP Steering Committee, ERP Strategy & Detailed Benefits Case; secure funding
- Define differentiating functional requirements necessary for new ERP system
- Conduct market scan of ERP solutions
- Expand DocuSign pilot to include invoice routing, approval and tracking while a new ERP solution is investigated and implemented

Timeline Factors

Project Dependencies	Implementation Duration
None	Laserfiche Rollout: 3 months ERP Procurement: 4-6 months ERP Implement/Config: 6-9 months

Costs and Benefits

Benefits	Costs
<ul style="list-style-type: none">• Reduction in time spent by financial team on routine tasks• Improved accuracy of financial data• Better financial decision-making• Faster procure to pay cycles	<ul style="list-style-type: none">• ERP Strategy• Market scan• Laserfiche licenses• Laserfiche implementation• ERP licenses• ERP implementation, testing, and configuration

Key Performance Metrics	Involved Stakeholders
<ul style="list-style-type: none">• Staff time spent on:<ul style="list-style-type: none">• Budgeting/accounting• Financial reporting• Financial analysis• Grant management• Time to process/pay invoices• % of lost invoices• % of financial errors	<ul style="list-style-type: none">• IT• Finance• Operations• Human Resources• Procurement

Solution Alternatives

<ul style="list-style-type: none">• Improve existing solution• Leverage partner solution• Infor CloudSuite Public Sector• Oracle NetSuite	<ul style="list-style-type: none">• MyAvail• Trapeze• Microsoft Dynamics 365 Business Central
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Initiative Description & Objectives	
<p>Implement contactless fare management system for buses. Along with the implementation of contactless fares, replace DCTA Point of Sale systems with improved Transit-aligned systems and upgrade to fully digital ticket sales on the DCTA website.</p> <p>Key Objectives</p> <ul style="list-style-type: none"> Implement contactless fare management to improve bus boarding speed, passenger fare management experience, fare handling safety, reduce cost of cash handling, and begin tracking more granular time of day bus ridership data Eliminate the need to ship tickets purchased on DCTA website Ability to recognize revenue when earned Integrate Point-of-Sale solution with ERP system to seamlessly record sales Improve sales reporting, including the ability to correct previous day's report of sales Automate handling of split sales 	
Scope	
In Scope	Out of Scope
<ul style="list-style-type: none"> Implement contactless bus fare management Replace pcAmerica Retail Point-of-Sale system and integrate new solution with ERP Integrate Web ticket sales with ERP system Provide digital ticket sales on DCTA website Replace ticket vending machines 	<ul style="list-style-type: none"> Initial project would likely not include integration with additional transport modes or regional partners Does not include integration with data lake
Key Obstacles & Risks	
<ul style="list-style-type: none"> Solution will require DCTA capital investment, changes to the passenger experience, additional security and privacy controls, and design decisions that consider underbanked passengers 	
Next Steps	
<ul style="list-style-type: none"> Develop detailed Benefits Case and secure funding Conduct market scan of contactless fare management solutions and Point of Sale systems Determine contactless fare management system design (open or closed loop system) 	

Timeline Factors	
Project Dependencies	Implementation Duration
<p>Full usage of sales and fare data will require:</p> <ul style="list-style-type: none"> Deploying new ERP system Deploying analytics capability 	<ul style="list-style-type: none"> Procurements: 6 months Implementation and Configuration: 9-12 months ERP Integration: 6-9 months
Costs and Benefits	
Benefits	Costs
<ul style="list-style-type: none"> Eliminate ticket ship time Improve passenger experience Reduce boarding times Improve employee safety Improve bus ridership data Improved sales reporting Reduce operating costs 	<ul style="list-style-type: none"> Retail Point of Sale & Ticket Vending Machine hardware/software Contactless fare management hardware & software Web storefront overhaul Implementation, configuration, report development, testing and integration costs
Key Performance Metrics	Involved Stakeholders
<ul style="list-style-type: none"> Customer and employee satisfaction Customer throughput Journey volumes Revenue & operating costs 	<ul style="list-style-type: none"> Sales Transit Center Staff IT Operations Finance/Procurement
Solution Alternatives	
<ul style="list-style-type: none"> Token Transit JustRide Visa Global Transit Solutions Cubic TouchPass 	<ul style="list-style-type: none"> TRANSCITY Bytemark Bridge INIT Hop Fastpass Vix Pulse/Whisper

Value:	H	Cost:	M	Complexity:	H	Implementation Time:	M
Initiative Description & Objectives				Timeline Factors			
<p>Implement technology to improve the collection of DCTA operational and financial data, analyze the data to improve business decision-making, and report on data-derived insights.</p> <p>Key Objectives</p> <ul style="list-style-type: none">Automatically gathering additional operational and financial data for use in decision-makingStoring data so that operational and financial data can be analyzed togetherImproving the accessibility and security of critical DCTA dataProviding capabilities to analyze and report on data				Dependencies		Implementation Duration	
				<ul style="list-style-type: none">To be effective, requires source operational and financial systems to be implemented first		<ul style="list-style-type: none">Develop Data Lake Strategy: 3 monthsSelect and deploy data lake: 2-3 monthsClean and import data: 3-6 monthsSelect, implement and configure analytics platform: 4-6 months	
Scope				Costs and Benefits			
In Scope		Out of Scope		Benefits		Costs	
<ul style="list-style-type: none">Deploying a data lake for data storageIdentifying required use cases, data and data sources, such as:<ul style="list-style-type: none">bus ridership data from a contactless fare management systemticket sales data from Point of Sales system and Web storefrontpayroll information from Kronosfinancial data from an ERP systemDefining rules for and automating the cleaning and ingestion of dataImplementing and configuring data analytics and reporting systemsTraining staff on data analytics platform		<ul style="list-style-type: none">Deploying the systems that serve as a source of the operational and financial data		<ul style="list-style-type: none">Improved operational and financial decision makingMore accurate cost modelsMore efficient financial reportingImproved data security		<ul style="list-style-type: none">Software/license costs for data lake and analytics platformsData lake and analytics solution Implementation, integration, configuration, testing, and training services costs	
Key Obstacles & Risks				Key Performance Metrics		Involved Stakeholders	
<ul style="list-style-type: none">The analytics solution’s value will be limited by the types of data that are ingested and analyzedData analysts will be required to clean the data, analyze the data, and configure reportsMust develop a data lake strategy and understand business needs prior to implementing technology				<ul style="list-style-type: none">Staff time spent on reportingRevenues and operating costsRidershipCustomer satisfaction		<ul style="list-style-type: none">SalesHuman ResourcesITOperationsFinanceProcurement	
Next Steps				Solution Alternatives			
<ul style="list-style-type: none">Develop a data lake strategy, including detailed Benefits Case, and secure fundingDetermine business use cases for data analytics and identify required data for the use casesDevelop data lake architecture; determine data sources & automation rules for cleaning/ingesting dataConduct market scan of data analytics tools options; select tools and begin training workforce				<ul style="list-style-type: none">Azure Data LakeAWS Data LakePowerBITableau		<ul style="list-style-type: none">ClouderaOracleQlik	

Value:	H	Cost:	L	Complexity:	L	Implementation Time:	L
Initiative Description & Objectives				Timeline Factors			
<p>Confirm that StarTran TransitFleet bus parts and maintenance solution provides required functionality to meet DCTA’s spare parts management and bus maintenance needs. Assess need for configuration changes to the solution. Provide additional staff training on spare parts management.</p> <p>Key Objective</p> <ul style="list-style-type: none">Reduce bus maintenance times and reduce the frequency of ordering bus spare parts by offering additional TransitFleet training or selecting and implementing a new bus maintenance solution				Dependencies		Implementation Duration	
				<ul style="list-style-type: none">None		<ul style="list-style-type: none">Assessment, Training, and Configuration: 1-2 months	
Scope				Costs and Benefits			
In Scope		Out of Scope		Benefits		Costs	
<ul style="list-style-type: none">Assess StarTran TransitFleet’s functionality and determine if additional configuration is requiredProvide product refresher training to bus maintenance personnel and NTMC staff.Determine and address additional configuration needs, such as logging parts contract information within the solution		<ul style="list-style-type: none">Acquisition of a new asset management system		<ul style="list-style-type: none">Reduced time to repair busesReduction in bus part orders and expenses		<ul style="list-style-type: none">Solution training costs	
Key Obstacles & Risks				Key Performance Metrics		Involved Stakeholders	
<ul style="list-style-type: none">Assessment should include reviewing solution fit for purpose as well as risks associated with the solution’s vendor				<ul style="list-style-type: none">Bus maintenance durationsPercentage of buses in operationNumber of bus spare part ordersBus spare part expenses		<ul style="list-style-type: none">OperationsNTMC staffFinanceITProcurement	
Next Steps				Solution Alternatives			
<ul style="list-style-type: none">Assess TransitFleet fit for purposeIdentify additional configuration needs and develop implementation planProvide staff training on bus maintenance and parts management solution				<ul style="list-style-type: none">Training and configuration of existing systemDocumotoTrapezeInfor EAM		<ul style="list-style-type: none">IBM MaximoSAP EAMOracle EAM	

T5

IMPROVE IT PROJECT MANAGEMENT
CHARTER & BENEFITS CASE



Value: H		Cost: M		Complexity: M		Implementation Time: L	
Initiative Description & Objectives						Timeline Factors	
<p>In order to assist with implementation of the DCTA transformation and the implementation of DCTA technology solutions, acquire IT project management support and develop IT project management accelerators, processes, and assets.</p> <p>Key Objectives</p> <ul style="list-style-type: none">• Increase IT project management resources to increase the number of IT projects that can be managed concurrently, improve the transition of pilots to enterprise rollouts, and provide additional focus on solution configuration and training requirements• Develop IT project management frameworks and assets to reduce IT project implementation risks						Dependencies	Implementation Duration
						None	<ul style="list-style-type: none">• Procure IT project management support: 2-4 months• Develop IT project management artifacts: 2-3 months
Scope						Costs and Benefits	
In Scope				Out of Scope		Benefits	
<ul style="list-style-type: none">• Hire an IT project manager or source IT project management contractor or consultant support• Develop IT project management assets, such as a standard IT project management lifecycle framework, with associated process flows and approval requirements, templates, standard requirement sets (e.g., security, privacy, non-functional requirements), and procurement artifacts• Identify and procure required IT project management tools				<ul style="list-style-type: none">• Selection and implementation of procurement and contract management systems		<ul style="list-style-type: none">• Labor costs: IT project manager or consulting/contractor services	
Key Obstacles & Risks						Costs	
<ul style="list-style-type: none">• May be difficult to hire an IT project manager quickly• Hiring an IT consultant or contractor will be more expensive than hiring an IT project manager, but these organizations will have IT project management process and template accelerators						<ul style="list-style-type: none">• Faster project implementation• Reduction in number of failed/troubled projects• More pilots become enterprise deployments• Procured software is better configured to meet DCTA needs• Software is better integrated with other solutions• Staff are better trained on solutions	
Next Steps						Key Performance Metrics	
<ul style="list-style-type: none">• Document current and planned IT project portfolio and determine level of required IT project support• Determine whether DCTA will hire an IT project manager or seek external support• Document existing IT project management processes and inventory existing artifacts• Assess need for additional IT project management tools						<ul style="list-style-type: none">• Project time to implement• Number and percentage of successful projects• Number and quality of solution trainings	
Solution Alternatives						Involved Stakeholders	
<ul style="list-style-type: none">• Hire IT Project Manager						<ul style="list-style-type: none">• IT• Human Resources• Procurement	
<ul style="list-style-type: none">• Seek consulting/contractor support							

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Transformation Initiative

AGENCY PRIORITIES

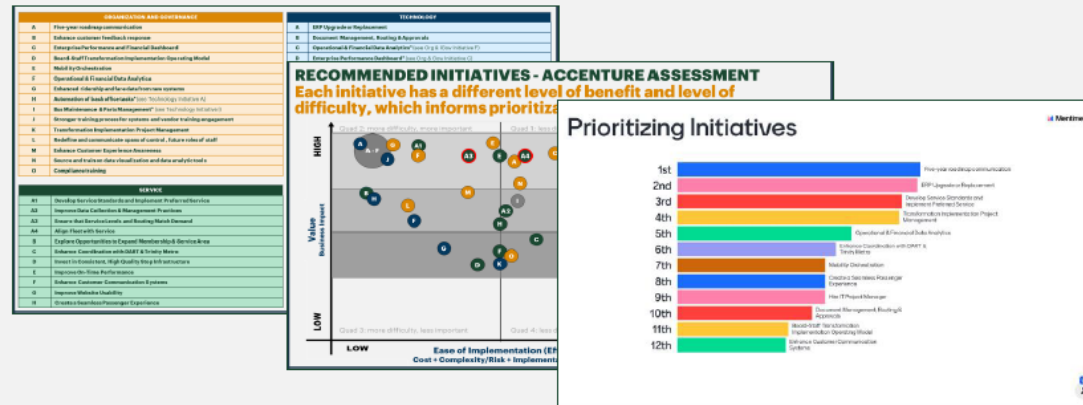
Agency Priorities

Prioritization Purpose

PRIORITIZATION RECOMMENDATIONS PURPOSE

To develop a roadmap for the future, we strategized a prioritization of initiatives for DCTA, with the primary purpose of this analysis being an initial assessment of initiatives. We developed a breakdown of initiatives' priority comparatively based on:

1. The value of potential initiatives
2. The cost and effort that each initiative would require to complete
3. Whether certain initiatives are reliant on the completion of others



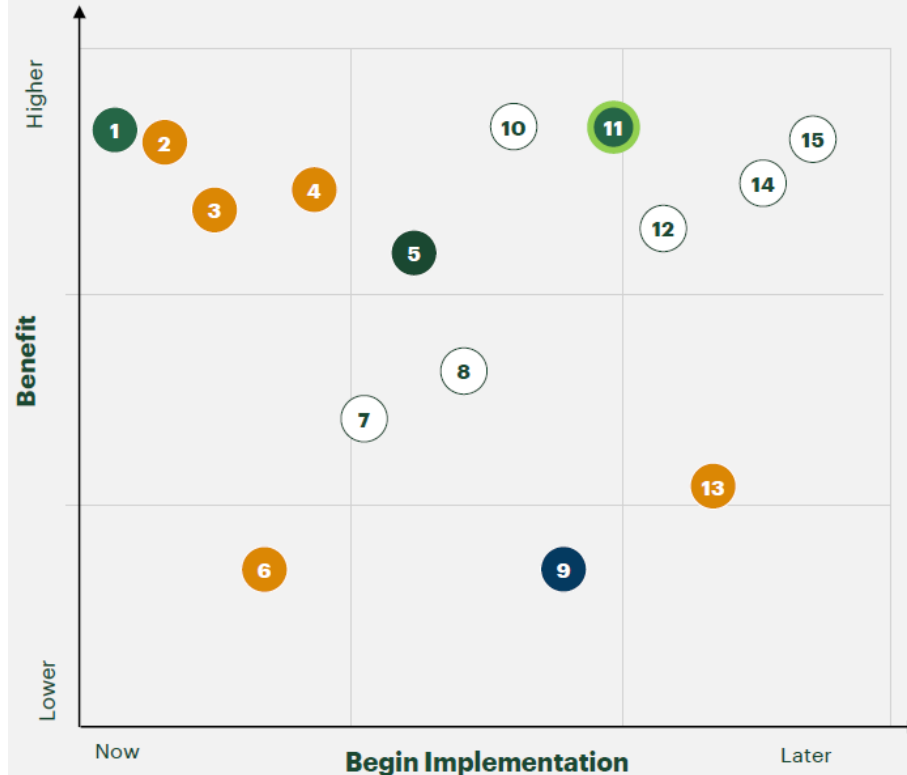
Note: Recommended initiatives should be interpreted as capabilities DCTA should develop or obtain, not as recommendations for individual procurement by DCTA. Capabilities may be “bought, borrowed, or built”. Where feasible, developing a capability through a partnership with private- or public-sector partners can be most cost-effective approach.

Agency Priorities

Suggested Short Term Priorities

INITIATIVE PRIORITIZATION IN SHORT TERM – SUGGESTED

The following opportunities were identified and prioritized.



Key: ○ Across Towers ● Service Initiative ● Technology Initiative
 ● Fin. & Budget Initiative ● Org. & Governance Initiative ● Initiative is dependent on another

Initiative	
1	Develop Service Standards and Implement Preferred Service
1.1	Ensure that Service Levels and Routing Match Demand
1.2	Align Fleet with Service
2	Five-year roadmap communication
3	Transformation Implementation Project Management
4	Mobility Orchestration/Regional Coordination
5	Improve On-Time Performance
6	Board-Staff Transformation Implementation Operating Model
7	Document Management, Routing & Approvals
8	Bus Maintenance & Parts Management Solution Training and Configuration
9	IT Project Management and Procurement Templates & Processes
10	ERP Upgrade or Replacement*
11	Improve Data Collection & Management Practices (dependent on: 1)
12	Build Enterprise Performance and Financial Dashboard
13	Source and train on data visualization and tools
14	Improve Website Trip Planning
15	Upgrade Point of Sale Systems; Contactless Fare Management; Digital Ticket Purchases

*The ERP initiative encapsulates other initiatives, including: Automation of Back Office Tasks, Accomplish 3-way Invoice Matching, Integrate Bid Posting System with Finance System, Integrate Expense & Revenue Allocations Data, Integrate Operations And Finance Data Systems, Improve Data Systems for Internal Reporting, and Increase Compliance, Grant, And DBE Reporting Efficiency

Agency Priorities

Suggested Complete Priorities

COMPLETE INITIATIVE PRIORITIZATION – SUGGESTED

Initiative			
1	Develop Service Standards and Implement Preferred Service		
1.1	Ensure that Service Levels and Routing Match Demand		
1.2	Align Fleet with Service		
2	Five-year roadmap communication		
3	Transformation Implementation Project Management		
4	Mobility Orchestration/Regional Coordination		
5	Improve On-Time Performance		
6	Board-Staff Transformation Implementation Operating Model		
7	Document Management, Routing & Approvals		
8	Bus Maintenance & Parts Management Solution Training and Configuration		
9	IT Project Management and Procurement Templates & Processes		
10	ERP Upgrade or Replacement*		
11	Improve Data Collection & Management Practices (dependent on: 1)		
12	Build Enterprise Performance and Financial Dashboard		
13	Source and train on data visualization and tools		
14	Improve Website Trip Planning		
15	Upgrade Point of Sale Systems; Contactless Fare Management; Digital Ticket Purchases		
16	Operational & Financial Data Analytics	24	Create a Seamless Passenger Experience
17	Enhance Use of Allocation Modelling	25	Enhance Customer Experience Awareness
18	Hire IT Project Manager	26	Multi-modal Trip Planning Capability
19	Stronger training process for systems and vendor training engagement	27	Enhance Customer Communication Systems
20	Enhance customer feedback response	28	Bus Onboard Video
21	Compliance training	29	Bus Announcement System
22	Redefine and communicate spans of control, future roles of staff	30	Invest in Consistent, High Quality Stop Infrastructure
23	Explore Opportunities to Expand Membership & Service Area		

*The ERP initiative encapsulates other initiatives, including: Automation of Back Office Tasks, Accomplish 3-way Invoice Matching, Integrate Bid Posting System with Finance System, Integrate Expense & Revenue Allocations Data, Integrate Operations And Finance Data Systems, Improve Data Systems for Internal Reporting, and Increase Compliance, Grant, And DBE Reporting Efficiency

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Board of Directors Memo

December 10, 2020

SUBJECT: Discuss and Consider Authorizing the CEO to Negotiate Task Order #2 with Accenture, LLC for Transformation Initiative 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.

At the December 10, 2020 board meeting, staff will ask the board to discuss and consider authorize the CEO to negotiate Task Order #2 with Accenture, LLC for Transformation Initiative Project Management Office (PMO) services. Upon approval to negotiate, staff will work with Accenture, LLC to finalize the PMO scope of work and negotiate price, as well as usher forward the "Mobility Orchestration" priority with the identified MaaS providers.

At the January 28, 2021 board meeting, staff will ask the board to discuss and approve Task Order #2 and a corresponding budget amendment.

Financial Impact

The financial impact of Task Order #2 with Accenture, LLC is currently pending. A budget amendment reflecting the cost of Task Order #2 will be provided at the January 28, 2020 board meeting.

Recommendation

Staff recommends that the board authorize the CEO to negotiate Task Order #2 with Accenture, LLC for Transformation Initiative Project Management Office (PMO) services, with the intent to bring a final Task Order #2 (including scope of work) and budget amendment to the board on January 28, 2021 for approval.

Exhibits

Exhibit 1: Accenture Draft PMO Scope of Work (under separate cover)

Submitted By: 

Nicole Recker, VP of Mobility Services and Administration

Board of Directors Memo

December 10, 2020

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

Background

The Board of Directors has requested continued discussion related to the adoption of a communications policy for the upcoming legislative session. The item is listed as an action item should the Board choose to adopt the policy, as revised, based upon the November discussion.

Exhibits

Exhibit 1: Draft Communications Policy with Revisions per the November Meeting

Submitted By: 
Lindsey Baker, Director of Government Affairs

Approval: 
Kristina Holcomb, Deputy Chief Executive Officer

DENTON COUNTY TRANSPORTATION AUTHORITY

LEGISLATIVE ACTION AND COMMUNICATIONS POLICY

The purpose of this policy is to establish a procedure by which decisions by the DCTA Board of Directors are made on legislation, and the procedure DCTA staff and lobbyists should follow upon Board action.

A. Language for Legislation to Pursue

Legislation that DCTA intends to pursue in a legislative session, should first be presented as draft language to the Board for approval. Once the Board has approved the specific language, then DCTA staff can begin working with the legislative delegation to draft the final bill language.

B. Board Workshops

Beginning in January of every odd numbered year, DCTA staff should conduct a briefing monthly of any legislation that could affect DCTA. The Board should then take action on any legislation, or amendments, and the position that the DCTA Board of Directors would like staff and the lobby team to take on a particular bill.

C. Specially Called Board Meeting

In the event a bill is advancing in a legislative session that affects DCTA and the Board has yet to take action on a position on the bill, then if time allows, a special called Board meeting shall be called for the Board to take action.

D. Board Officers

If time does not allow for a special called Board meeting, then the Chair and Vice Chair will be consulted to give direction on the appropriate action to be taken. This should only be used in the event of an emergency, and time does not allow for a specially called Board meeting to take action on a piece of legislation.

Deleted: Board officers,

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Except as provided above, no action shall be taken on a piece of legislation unless the Board of Directors has given direction. The Board shall be briefed monthly on action taken on legislation, and any legislation affecting DCTA. This will ensure excellent communications amongst Board members and staff in regard to legislation, and ensure all Board members are informed of any legislation affecting DCTA, and any communication with the DCTA legislative delegation.

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Board of Directors Memo

December 10, 2020

SUBJECT: Discuss and Consider Monsignor King (MK101) Fare Structure

Background

Service Overview:

DCTA's MK101 Shuttle provides service from Monsignor King Outreach Center (MKOC) to Our Daily Bread (ODB) in Denton. The shuttle service is free and open to the general public. The service is operated Tuesday through Thursday and provide two shuttle trips each morning.

Additionally, there are two Denton Connect stops within (slightly) more than a quarter of a mile from the Monsignor King Outreach Center location. These stops are open to the general public, operate Monday through Saturday for the majority of the day, and do not incur additional expenses to operate.

Operational Dates:

- Operational from January 2020 – March 2020
- Suspended due to COVID-19 from March 2020 – August 2020
- Operational from August 2020 – current

Identified Need

The DCTA board of directors approved a six-month free fare for this service in January 2020. As of December 2020, the service has been operational for six months. The board asked staff to bring back ridership information as the free fare timeframe nears expiration.

Prior to this service being introduced, Monsignor King Outreach Center purchased discounted passes through DCTA's Non-Profit Pass Program. DCTA passes provided their clientele with access to all DCTA services, vs a small portion of a route. The free fare creates a fare equity concern within DCTA's service area.

Financial Impact

The total cost of service for one year is \$52,989. This includes both labor and fuel for one (1) trip on two peak vehicles that are currently in operation.

With current ridership, DCTA would have collected \$1,719 in fare revenue if Monsignor King Outreach Center would have purchased 2,292 AM/PM passes through DCTA's Non-Profit Discount Pass Program.

Month	Ridership
January 2020	479
February 2020	838
March 2020	652
August 2020	3
September 2020	126
October 2020	194
Total	2,292



Recommendation

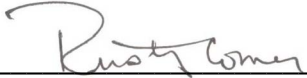
Monsignor King Outreach Center announced in early 2020 that they planned to merge with Our Daily Bread in an effort to provide shelter and food under one roof to those experiencing homelessness and hunger in Denton. In September 2020, Monsignor King management stated that the merger process had begun and that the joint venture will be known as The Junction of Denton County. The merger and a potential new location for The Junction of Denton County may reduce or nullify the need for MK101 service.

Based on DCTA's mission, minimal fare revenue collection and the growing need for transportation in the communities we serve, staff is recommending that the board of directors approve an ongoing free fare structure for MK101 until the official opening of The Junction of Denton County.

Once The Junction of Denton County has an opening date, DCTA staff would coordinate with their management team to determine service needs and utilization of DCTA's existing fare structure.

Exhibits

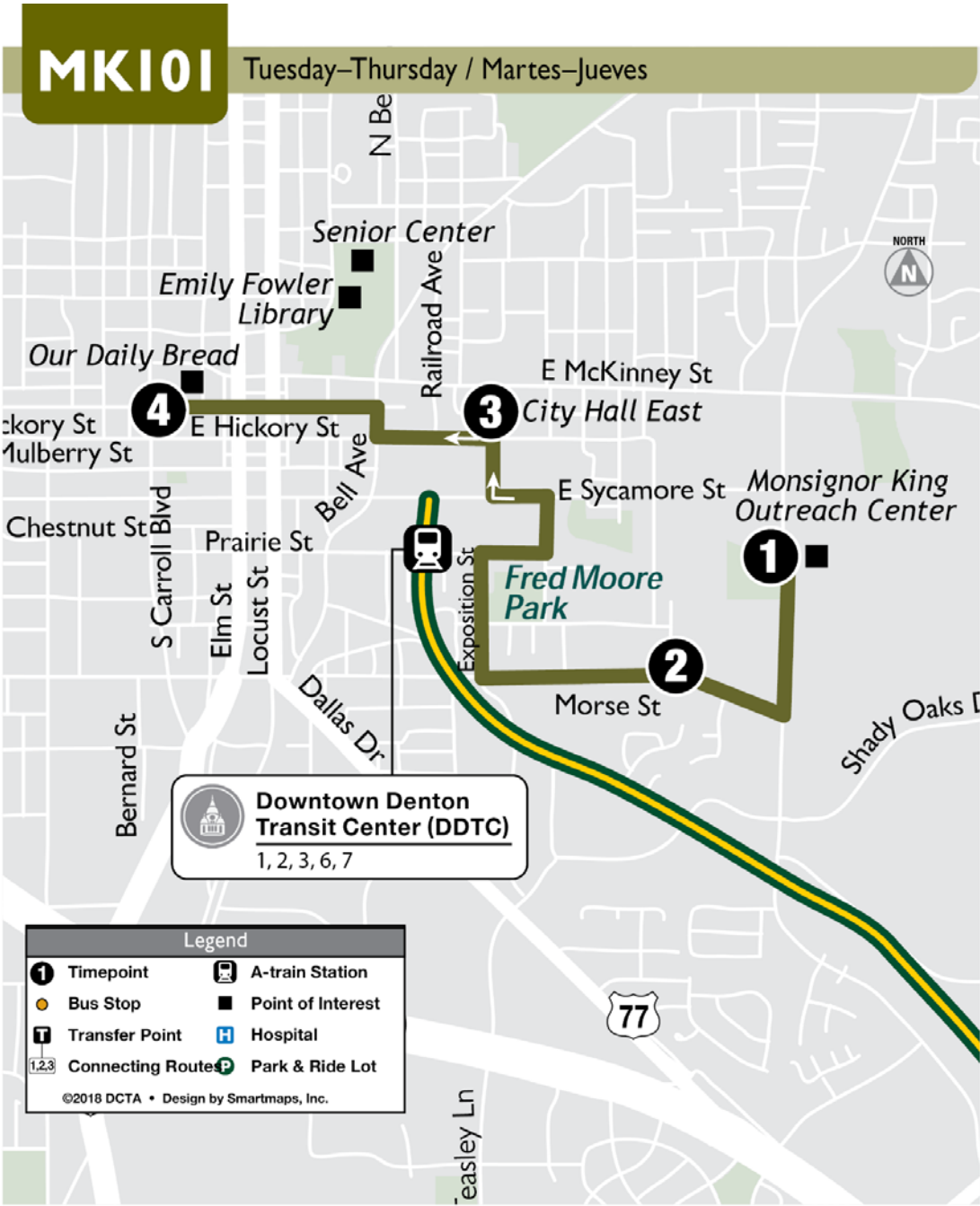
Exhibit 1: Monsignor King (MK101) Schedule and Map

Submitted By: 
Rusty Comer, Manager of Bus Administration

Final Review: 
Nicole Recker, Vice President of Mobility Services and Administration

Monsignor King (MK101) Schedule and Map

Monsignor King (MK101) Shuttle Schedule				
	MONSIGNOR KING	WB MORSE AT WOODROW LANE	WB HICKORY AT CITY HALL E	WB OAK AT CEDAR
1st SHUTTLE	8:30 A.M.	8:32 A.M.	8:38 A.M.	8:41 A.M.
2nd SHUTTLE	8:55 A.M.	8:57 A.M.	9:03 A.M.	9:06 A.M.



Board of Directors Memo**December 10, 2020****SUBJECT:** Discuss DCTA & DART Regional Partnership Update**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 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.

Staff has been providing updates to the DCTA Board regarding the discussions around a regional rail operations and maintenance facility. These discussions between DCTA and DART staff have continued and progressed. DCTA and DART staff are finalizing the development of a Letter of Intent (LOI).

Recommendation

Staff will provide a detailed update to the DCTA Board at the December 10 Board meeting.

Exhibits

Exhibit 1: Draft DART-DCTA Letter of Intent

Submitted By: _____


Kristina Holcomb, Deputy CEO



Dallas Area Rapid Transit
P.O. Box 660163
Dallas, TX 75266-0163
214-749-3278

December 4, 2020

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

Subject: Letter of Intent – Potential Collaboration between DART and DCTA

Dear Mr. Suarez:

This letter of intent (this “**LETTER OF INTENT**”) is entered into by and between **DALLAS AREA RAPID TRANSIT**, a regional transportation authority created, existing, and operating under Chapter 452 of the Texas Transportation Code (“**DART**”) and **DENTON COUNTY TRANSPORTATION AUTHORITY**, a coordinated county transportation authority created under Chapter 460 of the Texas Transportation Code (“**DCTA**”); DART and DCTA are sometimes referred to individually as a “**PARTY**” or collectively as the “**PARTIES**.”

INTRODUCTION

Shared Characteristics and Goals

DART and DCTA perform rail operations and maintenance functions, in the same region, and pursuant to similar statutory authority and restrictions. They both 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 the Parties ideal candidates for mutually advantageous collaboration and cooperation.

Intended Benefits

DART and DCTA desire to evaluate a long-term regional solution to deliver service and maintenance of the Silver Line and A-train. These regional services and maintenance strategies are contemplated through a Joint Rail Operations Facility (JROF) and joint operation of the corridors (Silver Line and A-train). The parties will evaluate their current functions and services to determine if they can (i) facilitate the delivery, testing and commissioning of DART’s Silver Line FLIRT diesel multiple unit (DMU) vehicles, (ii) determine if joint services can be expanded and conducted at an overall lower cost, (iii) perform with a greater degree of reliability, efficiency, precision, or quality, if jointly operated, (iv) become more accessible, beneficial, and effective for their patrons, (v) grow 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 enhance the benefits of the public they serve (the “Intended Benefits”) by increased collaboration and cooperation between the Parties.

Non-Binding Agreement Without Boards’ Approval

DART and DCTA have not reached any binding agreement of any kind regarding any potential collaboration and this Letter of Intent memorializes only the Parties’ shared interest in evaluating possible collaboration. No agreement regarding the Intended Benefits or any collaboration will be binding upon either Party unless or until approved by both Parties’ Boards of Directors.

Mr. Raymond Suarez
 December 4, 2020
 Page 2

POTENTIAL INTENDED BENEFITS

DART will facilitate a feasibility study which will include DCTA as an active participating party to evaluate the following considerations:

1. Identify permanent modifications for joint operations of the DCTA facility to support Silver Line and A-train operations
2. Benefits to DART and DCTA
3. Wayside and facility capital cost
4. Phasing of plan (to include how delivery/commissioning/testing of the Silver Line DMUs will be accommodated).
5. Vehicle maintenance (Operations, Dispatching) for both Silver Line and DCTA
6. Upgrade of connecting and corridor tracks to Class IV track
7. PTC interoperability
8. Signaling and Communications
9. Determine O&M costs that are optimized for shared:
 - General management services
 - Rail service operations
 - Fleet management and maintenance
 - Dispatch and supervision
 - O&M facility management
 - Right-of-way maintenance
 - Signals system maintenance and technology sharing
 - Purchasing, including consolidated capital expenditures and economies of scale
 - Reporting, safety and training
 - Other requirements for a Joint Rail Operations Facility in support of DART and DCTA

The study shall also discuss any potential interest by Stadler to warehouse or provide services out of the JROF.

DART and DCTA 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. The Parties will formally review and modify the then-current list no less frequently than quarterly.

POTENTIAL STRUCTURE FOR ACHIEVING COLLABORATION

DART and DCTA shall investigate the potential use of an Interlocal Agreement (ILA), a Local Government Corporation (LGC) or other entity structures that may be applicable to serve both Parties.

OPERATION OF THIS LETTER OF INTENT

As noted above, this Letter of Intent is only intended to set forth general understandings and agreements of the Parties and to provide the basis for evaluating possible collaboration between DART and DCTA. This Letter of Intent is not a binding obligation, commitment, or agreement between the Parties to undertake any action at this time.

DART and DCTA agree to evaluate in good faith any potential collaboration.

Mr. Raymond Suarez
December 4, 2020
Page 3

If executed by both Parties, this Letter of Intent will remain in effect for one (1) year from the date of the last Party signatory; thereafter, either Party may terminate this Letter of Intent upon thirty (30) days written notice to the other Party.

If the provisions of this Letter of Intent are acceptable to you, please indicate by causing the enclosed duplicate original copy to be signed and returned to DART on or before December 31, 2020.

Sincerely,

/s/

Reviewed and approved, but not signed due to
COVID-19 Coronavirus Pandemic

Gary C. Thomas
President/Executive Director

Accepted and Agreed this ____ day of December 2020
by Denton County Transportation Authority

Raymond Suarez
Chief Executive Officer

Board of Directors Memo

December 10, 2020

SUBJECT: Discuss DCTA Priority Actions

Background

The DCTA Priority Actions reflect major agency priorities, timing and interdependency on decisions across the activities. This report will be provided monthly to the DCTA Board of Directors.

Progress Report

Service Plan – All activities on schedule

- Transformation Initiative Task Order #1 Final Report
 - Will be shared with the board on 12/10/2020
 - Will be shared with Spare/Lyft and Via as part of the MaaS Task Order #2 procurement process on 12/11/2020 (along with service standards)
- MaaS Task Order #2 Timing
 - Service proposals and cost estimates are scheduled to be shared with the board in late January – staff is recommending a joint, specially called meeting on 1/28/2021 to review the proposals and award service delivery

Trinity Metro Partnership – All activities on schedule

- The Trinity Metro Board of Directors authorized their CEO to sign the joint letter of intent – DCTA received the jointly signed letter of intent on 11/18/2020
- A joint meeting has been scheduled for 12/7/2020 to discuss approach and next steps

NTMC CBA Negotiations – All activities on schedule

- NTMC management and officers are reviewing the existing CBA to determine areas for improvement
- Jennifer Sweeny, the labor attorney for NTMC, is scheduled to discuss the CBA negotiation process with the NTMC board of directors at the 12/9/2020 meeting (in executive session)

DCTA/DART Joint Operating Plan –Joint conversations remain on schedule

- Joint Rail Operations Facility (JROF) 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 JROF
- Facility Site Visit:
 - 11/23/2020 – A JROF site visit was held with DART employees
- Letter of Intent:
 - DCTA sent an initial LOI draft addressing the partnership between agencies to explore and plan the opportunity for a JROF to DCTA legal and DART staff for review on 11/25/2020

Recommendation

- MaaS Service Proposals/Joint Board Meeting – Staff is recommending a joint, specially called meeting on 1/28/2021 (regularly scheduled DCTA board meeting) to review the MaaS service and cost proposals to move forward with the agency's service plan – an email with this information was sent to the board on 12/2/2020
- No other recommendations at this time



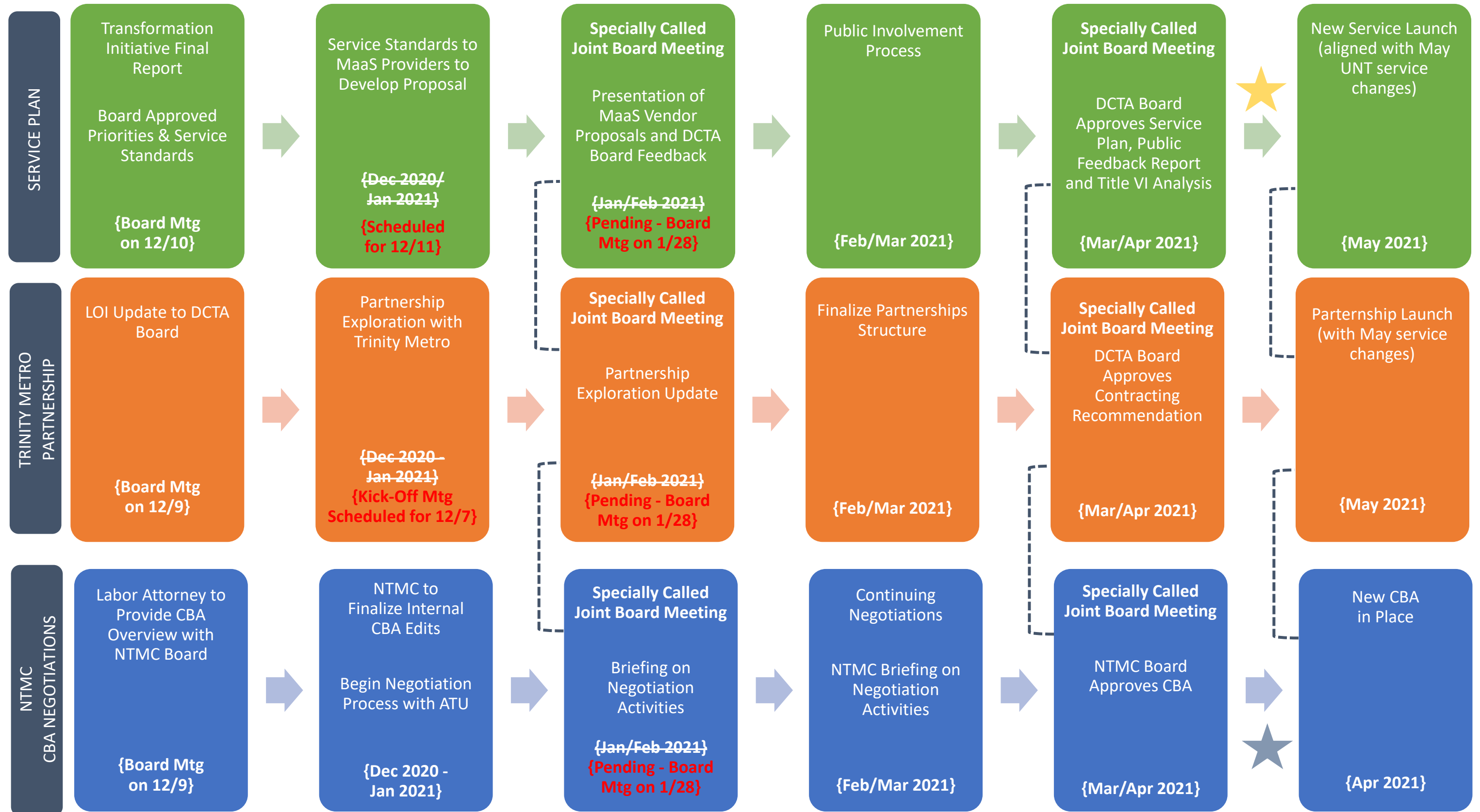
Exhibits

Exhibit 1: DCTA Priority Actions Diagram (*updated 12/4/2020*)

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

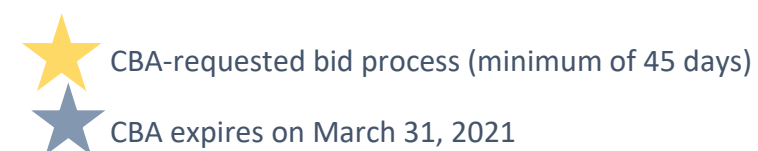
Approval: 
Raymond Suarez, CEO

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



DCTA PRIORITY ACTIONS

DCTA/DART JOINT
OPERATING PLAN

DCTA Board Approves ILA for Access Impact Fees

{Board Mtg on 11/12}
✓Complete



LOI for Joint O&M Facility

{Board Mtg on 12/10}



Draft JOP

{Board Mtg on 3/25}



Modify ILA for Temp/Perm Facility Mods

{Board Mtg on 4/22}



Final JOP

{Board Mtg on 6/24}



Modify ILA for JOP

{Board Mtg on 9/23}

Board of Directors Memo**December 10, 2020****SUBJECT:** Discuss Activities Associated with the COVID-19 Pandemic**Background**

In March 2020, the COVID-19 pandemic began impacting DCTA operations. Though a county-wide, stay-at-home order was in place for a limited time, statewide disaster declarations continue. DCTA has responded to the pandemic by enhancing cleaning protocols, modifying the FY20 budget, approving a conservative FY21 budget, reduced Agency staffing levels and modified bus and rail service levels, accordingly.

Nationwide, transit has seen a significant reduction in ridership during the pandemic, up to 90%, with ridership now slowly recovering to an estimated 70% decline as we enter the tenth month of the pandemic. In March and May, DCTA implemented service reductions in response to stay-at-home orders. In August and September, per DCTA Board direction, service enhancements were made, increasing service levels to the A-train schedule as well as doubling service being provided on some bus routes in Lewisville and Denton.

The state continues to closely watch hospitalization rates in the designated Trauma Service Areas, which may impact DCTA operations if businesses must once again close down. If the number of people hospitalized with COVID-19 exceeds 15% of all patients in a designated Trauma Service Area (TSA) for seven straight days, bars will be forced to close, and all other businesses must reduce capacity from 75% to 50%. North Texas is considered TSA E, which is becoming close to exceeding the 15% for seven straight days.

DCTA staff continues to stay apprised of local, state and CDC guidelines modifying cleaning protocols, isolation and quarantining processes, as well as additional recommendations associated with employee and public health and safety. Staff also continues to engage with local officials and participate in local and regional calls related to the continuously evolving state of affairs.

Recommendation

This staff update is an informational item to provide an overview of activities and efforts underway during the continued COVID-19 pandemic. Exhibit 1 includes slides related to DCTA-specific and national ridership trends, ongoing efforts to keep operators and passengers safe, and statistics related to local and statewide COVID-19 cases.

Exhibits

Exhibit 1: DCTA COVID-19 Response Update Presentation

Exhibit 2: COVID Passenger Survey Recap

Submitted By:



Kristina Holcomb, Deputy CEO

DCTA COVID-19 Update: Public Health Statistics

As of December 2:

- Statewide Statistics
 - 1,184,250 Cases
 - 976,517 Recovered
 - 21,549 Deaths
 - North Texas Trauma Service Area E was at 16.43% as of 12/2 (7 consecutive days above 15% requires closures)
- Denton County Statistics
 - 24,133 Cases
 - 18,089 Recovered
 - 148 Deaths
 - Of 76 ICU beds in Denton County, 62 are occupied of which 41 are COVID-related
 - Testing on Fridays in different locations throughout Denton County continues

DCTA COVID-19 Update: National Trends

According to APTA's Task Force Report (October 2020):

- Nearly ½ of all public transit agencies implemented or are planning service reductions, furloughs, and layoffs, and have deferred or cancelled capital projects
- Nearly 90 percent of transit agencies and related-businesses have implemented layoffs and furloughs due to declining sales.
- A third of these are concerned about having to shut down their operations if additional federal emergency aid is not forthcoming soon.
- Transit agencies nationwide saw up to a 90% decrease in ridership
- According to TransitApp, on average, ridership demand is currently down 70% nationwide

DCTA COVID-19 Update: National Trends

Show demand for

All Cities

- Normal Tuesday
- Last Tuesday (November 24)
- Yesterday (December 1)



Demand for public transit by time of day
transitapp.com/coronavirus



* We take "100 percent" here as peak demand on a normal day.

DCTA COVID-19 Update: Monthly Ridership Overview

Unlinked Passenger Trips

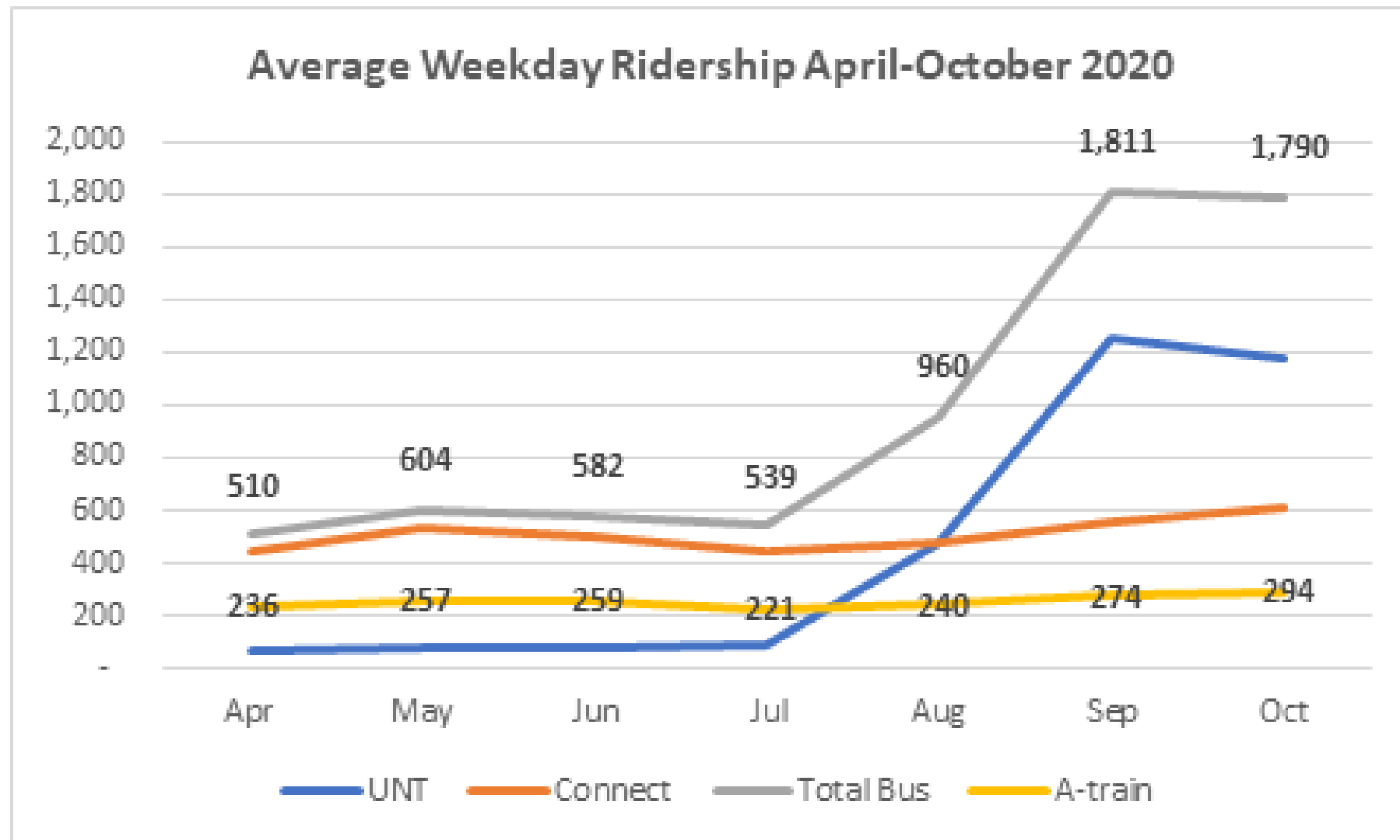
Mode	July	August	September	October	Jul-Oct % Change	Sep-Oct % Change
Bus	17,056	30,109	54,773	54,725	220.9%	-0.1%
A-train	6,846	7,431	8,206	9,018	16.1%	10.4%
Access	1,134	1,245	1,229	1,654	3.0%	-1.3%
On-Demand	789	731	747	267	0.7%	2.2%

- October bus ridership remained steady from September, while A-train passenger boardings increased by 10.4%.

	Average Monthly Boardings	% Change
Average Monthly A-train Ridership (Pre-COVID--June '19-Feb '20)	31,768	
Average Monthly A-train Ridership (March-October 2020)	8,558	-73.1%

- Average monthly A-train passenger boardings during March-October are 73% less than previous non-COVID months.

DCTA COVID-19 Update: Weekday Daily Ridership By Mode



DCTA COVID-19 Update: Community Outreach Efforts



Denton County / United Way / DCTA Partnership

- Denton County sourced PPE for a total of 55 area non-profit organization
- United Way coordinated with the non-profits regarding need and delivery
- DCTA assisted in the delivery of PPE supplies to more than 20 of the identified non-profit organizations
- As part of this effort, DCTA delivered 225,000 surgical masks to 55 Denton county nonprofits.

Denton and Lewisville Parks and Recreation Partnership

- Distributed 3,500 disposable masks and safety coloring sheets for low-income children participating in parks and recreation programs in Denton County.

DCTA COVID-19 External Communications

DCTA regularly communicates with passengers, media, stakeholders and residents through social media, email marketing, information posted on the DCTA website and Hop on Board blog.



DCTA
DENTON COUNTY
TRANSPORTATION
AUTHORITY

**RIDE SAFE,
STAY SAFE.**

**MOVING YOU
FORWARD**

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.

[LEARN MORE >>](#)

**WELCOME BACK
RIDER SAFETY
PLAN**

RIDE SAFE, STAY SAFE.
PLEASE PRACTICE SOCIAL DISTANCING WHEN ON DCTA VEHICLES

A-train

Accessible area available for priority seating

- 1 Sit away from other passengers to allow for six-feet social distancing
- 2 Maintain social distancing when exiting vehicles
- 3 Wear a face covering when on board DCTA vehicles
- 4 Have your fare ready when boarding to limit prolonged contact with others
- 5 Wait to board vehicles until other passengers exit

Bus

Front accessible area available for priority seating

*Some vehicles do not have seats in this area

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DCTA COVID-19 External Communications




**DENTON COUNTY
TRANSPORTATION
AUTHORITY**

MASK & FARE REMINDER

RECORDATORIO DE MASCARILLA Y BOLETO



**WEARING A MASK
ON-BOARD A DCTA
VEHICLE IS REQUIRED.**

SE REQUIERE EL USO DE MASCARILLA
A BORDO DE UN VEHÍCULO DE DCTA.



**APPROPRIATE FARE
MEDIA IS REQUIRED TO
RIDE A DCTA VEHICLE.**


SE REQUIERE TENER EL BOLETO APROPIADO
PARA ABORDAR UN VEHÍCULO DE DCTA.

Failure to follow agency requirements
may result in refusal of service.

El incumplimiento de los requerimientos de la agencia puede resultar en el rechazo del servicio.

For more information visit RideDCTA.net.

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WE RECOMMEND

NOSOTROS RECOMENDAMOS





**WEAR CLOTH FACE
COVERINGS IN
PUBLIC SETTINGS**

USE CUBIERTAS DE TELA PARA CARA
EN ENTORNOS PÚBLICOS



**USE HAND
SANITIZER**

USE DESINFECTANTE
DE MANOS



**PRACTICE
SOCIAL DISTANCING**

PRACTICA EL DISTANCIAMIENTO SOCIAL

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COVID-19 Rider Survey Recap Overview

DCTA surveyed riders, stakeholders and community partners to gather feedback and insight on the following:

- Agency's COVID-19 general response
- How people feel about DCTA's safety measures/protocols
- Are people riding DCTA during COVID-19 (if so, why and if not, why)
- What makes riders feel safe riding DCTA

The survey was hosted online from October 5 – 25, 2020, on Survey Monkey and was available in English, Spanish and Hakha Chin. DCTA received 211 total survey respondents (minimum goal was to receive 166).



The graphic is a vertical rectangular poster for the DCTA COVID-19 Survey. At the top, the DCTA logo (Denton County Transportation Authority) is on the left, and the text 'DCTA DENTON COUNTY TRANSPORTATION AUTHORITY' is on the right. Below the logo is a circular icon of a laptop with a checklist and green checkmarks. To the right of this icon, the text 'COVID-19 SURVEY' is written in large, bold, white capital letters. The middle section of the graphic features a photograph of a young woman with long dark hair, wearing a white shirt, sitting at a desk and looking at her smartphone. A laptop and a cup of coffee are also on the desk. The bottom section of the graphic has a green background with white text that reads 'SHARE YOUR PUBLIC TRANSIT FEEDBACK FOR A CHANCE TO WIN A \$100 AMAZON GIFT CARD!'. At the very bottom, there is a dark blue button with the text 'TAKE SURVEY NOW' in white, followed by two white right-pointing chevrons '»'.

COVID-19 RIDER SURVEY SNAPSHOT

Why do people currently ride DCTA?*



What modes of transit are people using?*



A-TRAIN



DART



DENTON
CONNECT BUS



A-TRAIN
RAIL TRAIL



UNT CAMPUS
SHUTTLE

FY'19 total ridership = 3.01M individual rides, compared to FY'20 total ridership = 1.73M individual rides
(The agency's fiscal year begins October 1 and ends September 30)

Are riders satisfied with DCTA safety measures?

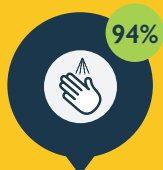
These respondents rated safety measures as *good to excellent*.



ENHANCED
MEDICAL-GRADE
CLEANINGS



SAFETY
SIGNAGE
ON VEHICLES



TOUCHLESS
HAND SANITIZERS
ON VEHICLES



MASK
REQUIREMENT
WHEN RIDING



PROTECTION
BARRIERS BETWEEN
DRIVERS & RIDERS

Why have people stopped riding DCTA?*

47%

of survey respondents said
they stopped riding DCTA



When do people plan to resume riding DCTA?*

37%

Don't
know

14%

When the CDC lowers
its concerns of infection

DCTA's COVID-19 Rider Survey was conducted Oct. 5-25, 2020, with 211 total respondents,
which represents 10% of the average daily system ridership in September 2020.

*For these questions, survey respondents could choose more than one option.



Board of Directors Memo

December 10, 2020

SUBJECT: Discuss North Texas Xpress Service

Background

North Texas Xpress, a commuter bus service operated jointly by DCTA and Trinity Metro, offers connections between Denton and downtown Fort Worth with stops in Alliance. DCTA and Trinity Metro have been operating the commuter service since September 2016. Currently, DCTA leases two vehicles for this service from Trinity Metro and remits a monthly fee to Trinity Metro to cover the cost of the lease, maintenance, depreciation and fuel.

North Texas Xpress has seen a steady decline in ridership due to COVID-19. Additionally, both partners have identified operational and cost efficiencies with operating individual components of the service independently.

Staff has reviewed North Texas Xpress service data and is recommending that the DCTA board consider the dissolution of North Texas Xpress as a joint operation and permit staff to explore alternative service options that will be brought to the board in January 2021 for further discussion in preparation for the February 2021 public involvement process.

Financial Impact

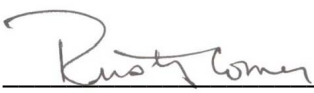
DCTA currently remits between \$11,270 and \$12,849 to Trinity Metro on a monthly basis. Staff will consider individual service alternatives.


Recommendation

Staff recommends the DCTA board consider the dissolution of North Texas Xpress as a joint operation and permit staff to explore alternative service options that will be brought to the board in January 2021 for further discussion in preparation for the February 2021 public involvement process.

Exhibits

Exhibit 1: North Texas Xpress Supporting Documentation

Submitted By: 
Rusty Comer, Manager of Bus Administration

Final Review: 
Nicole Recker, Vice President of Mobility Services and Administration

North Texas Xpress

SUPPORTING DOCUMENTATION

DECEMBER 2020 DCTA BOARD OF DIRECTORS MEETING

North Texas Xpress Metrics

Ridership and Cost

RIDERSHIP

FY '17	6,449
FY '18	8,440
FY '19	12,804
FY '20	8,006
Total	29,250

This is total ridership, including those who start their trip at both ends of the route

COST

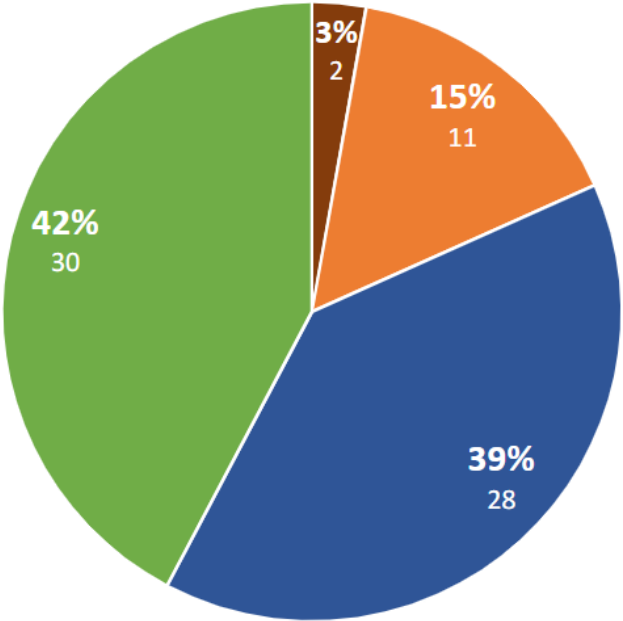
FY '17	\$141,395.22
FY '18	\$142,302.74
FY '19	\$143,037.85
FY '20	\$145,287.64
Total	\$572,023.45

DCTA had been utilizing JA/RC (job access/reverse commute) funding from NCTCOG until early 2020 to subsidize this service

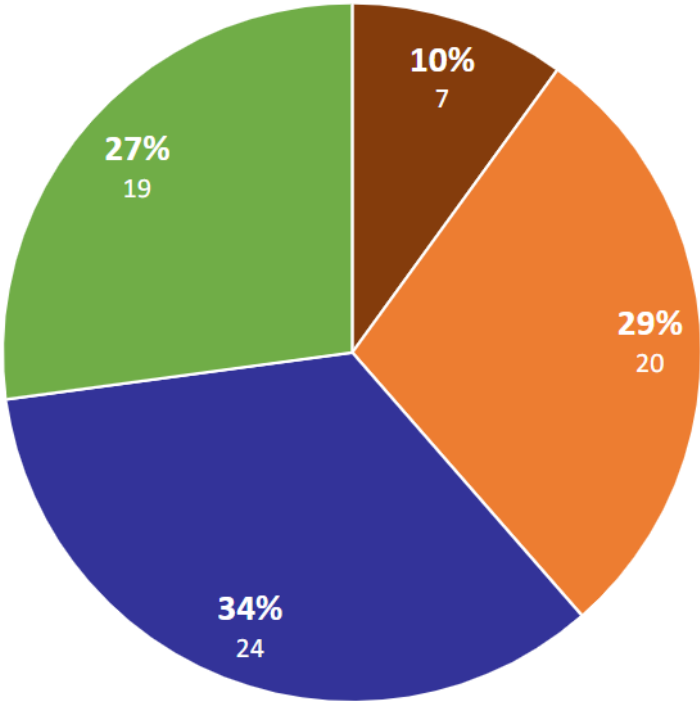
2019 Point in Time Survey

Trip Starting and Ending Location

STARTING TRIP



ENDING TRIP

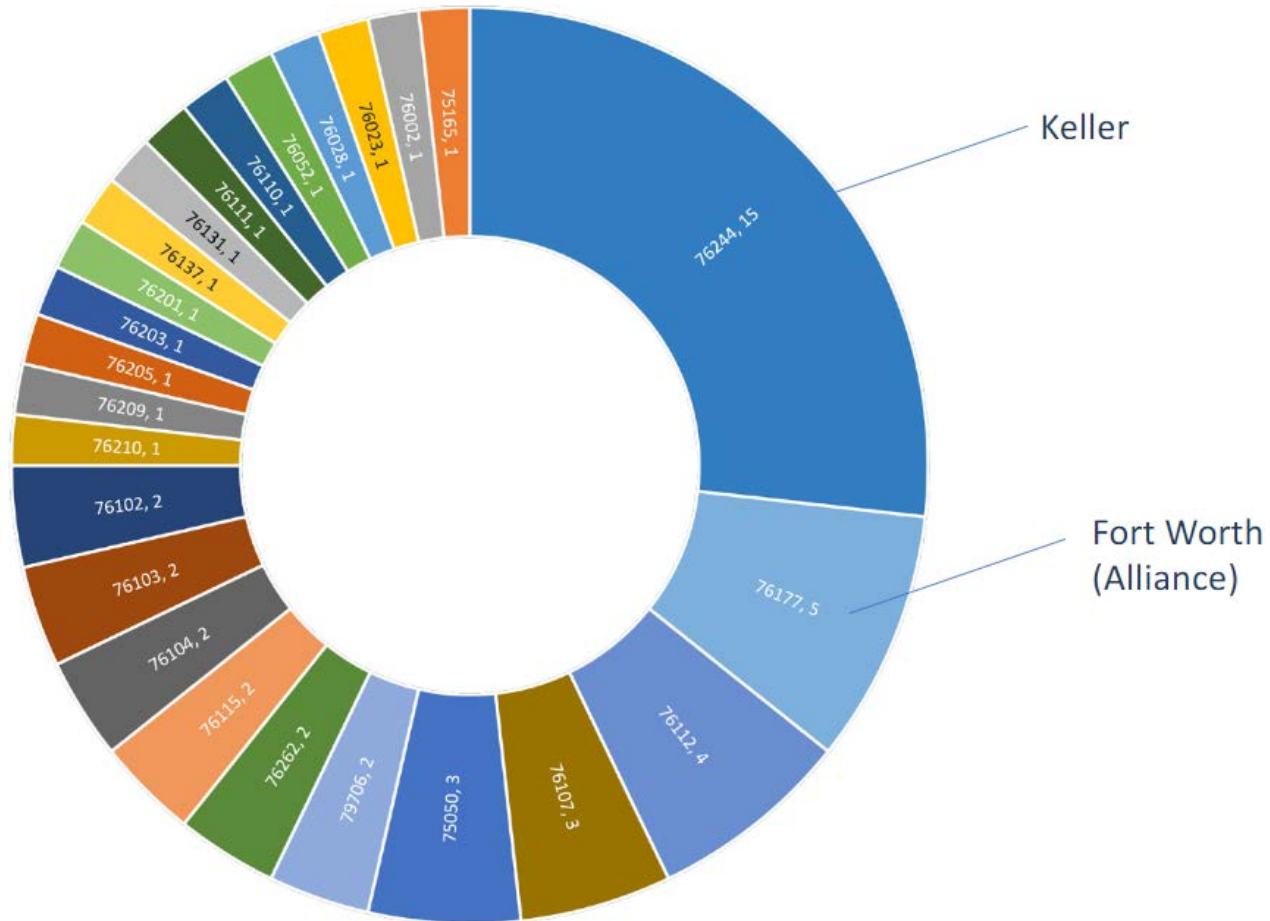


■ Alliance ■ Denton Presby Park & Ride ■ Fort Worth ITC ■ North Park & Ride

■ Alliance ■ Denton Presby P&R ■ Fort Worth ITC ■ North Park & Ride

2019 Point in Time Survey

City of Residence

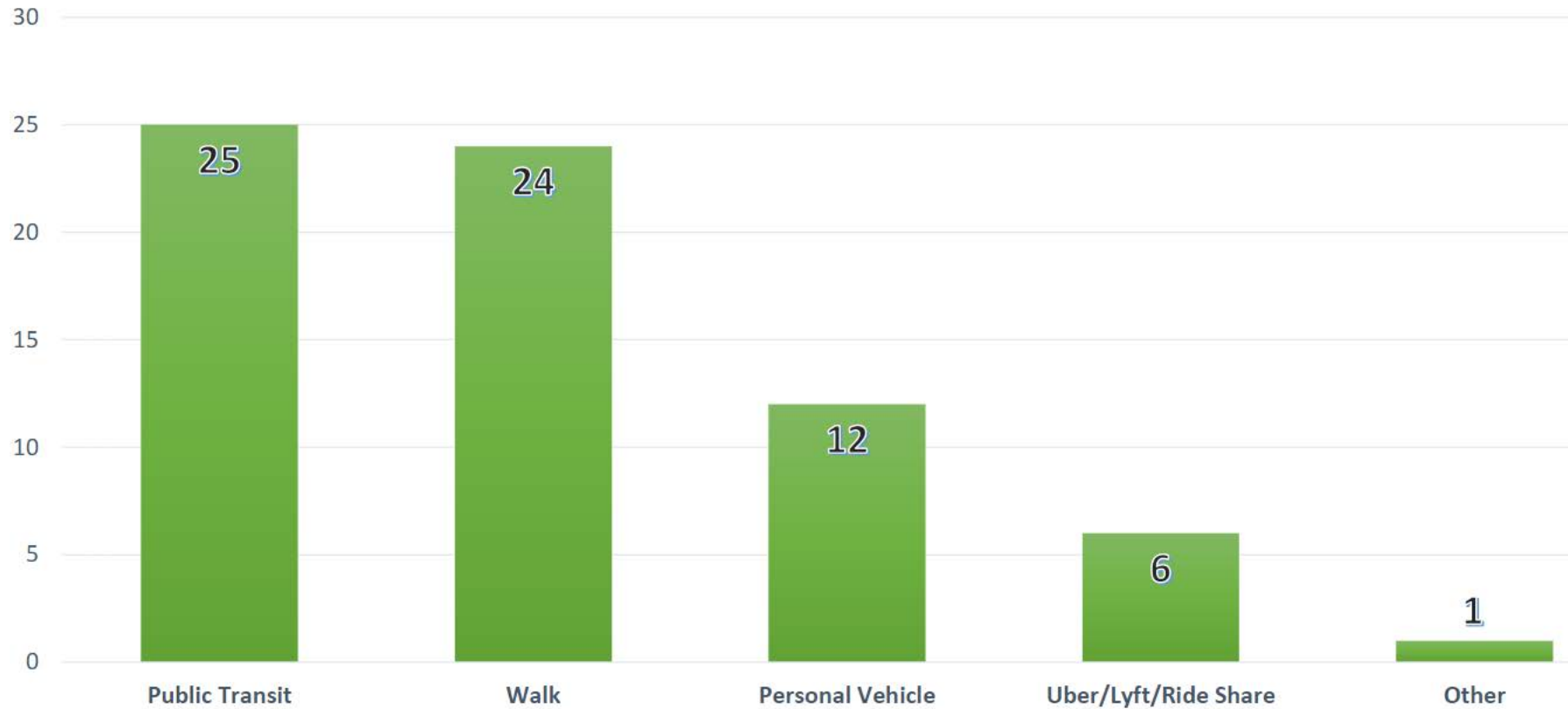


Denton County Responses:

- 76262 (2) – Roanoke, Trophy Club, Westlake, Flower Mound
- 76210 (1) – Denton
- 76209 (1) – Denton
- 76205 (1) – Denton
- 76203 (1) – Denton
- 76201 (1) – Denton

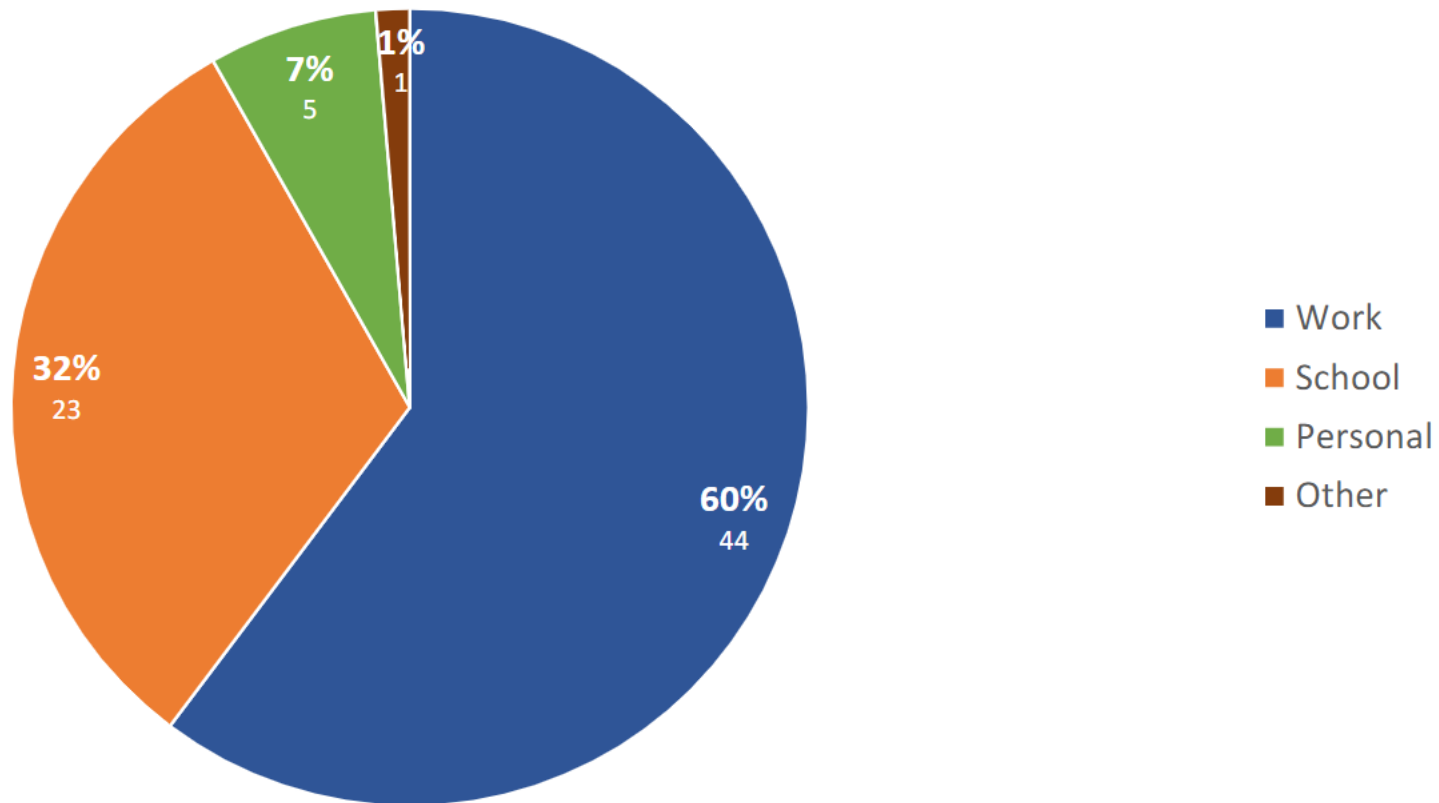
2019 Point in Time Survey

Last-Mile Connection



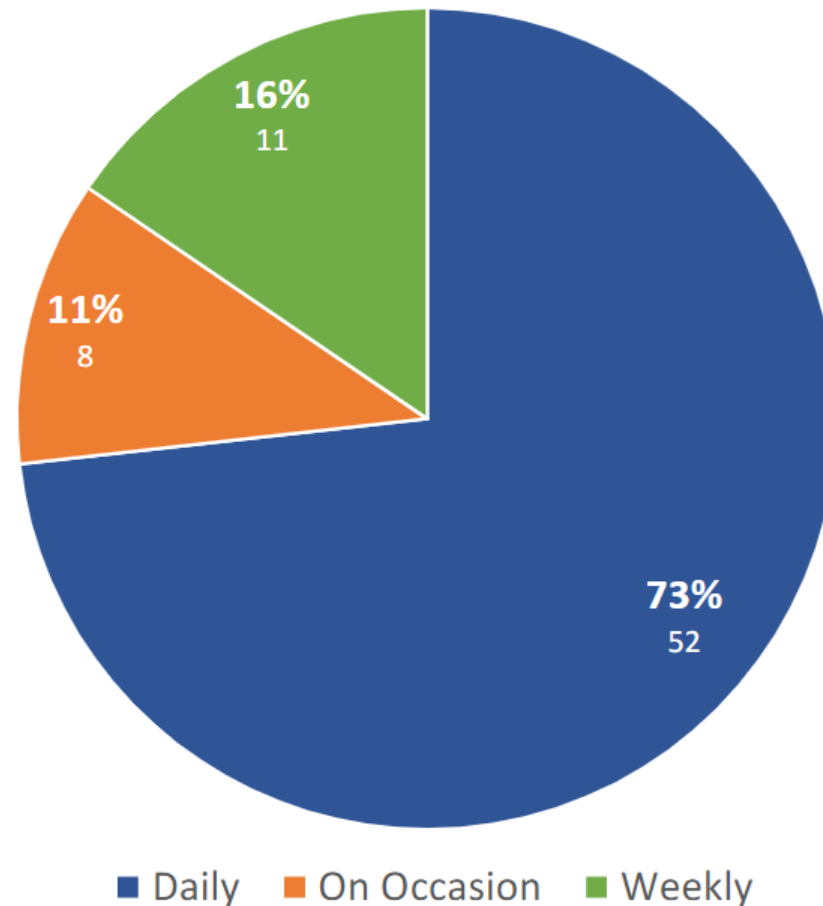
2019 Point in Time Survey

Reason for Traveling



2019 Point in Time Survey

Frequency of Ridership





Board of Directors Memo

December 10, 2020

SUBJECT: Discuss the Transportation Reinvestment Program (TRiP) Related Administrative Functions and Cost Estimate

Background

TRiP will enable partnerships between the agency and its member cities on mutually-beneficial investments in transit-supportive projects by allowing DCTA the ability to distribute funds to member cities for eligible projects consistent with DCTA's Long-Range Service Plan and the Agency's enabling legislation, Chapters 431 and 460 of the Texas Transportation Code.

The DCTA Board of Directors adopted the Transportation Reinvestment Program (TRiP) policy at its November Board meeting. The adopted policy prescribes that prior to the award of TRiP projects, DCTA staff must present anticipated TRiP administrative costs for Board consideration and approval. The Board's adopted policy limits TRiP administrative costs to no greater than five percent of each year's annual program budget.

Anticipated annual TRiP administrative costs may vary based upon the scope and complexity of multiple concurrent projects. TRiP-related administrative functions will incur costs associated with:

1. Communication and administration of annual Calls for Projects
2. Working directly with member cities on initial requests and support on eligibility criteria
3. Facilitate member city / DCTA staff process and workflow through the Board approval process
4. Answer inbound questions from member cities and if requested, participate in the planning phase to facilitate project execution
5. Manage invoice and payment applications and any potential contract modifications that might arise through the course of project execution
6. Communication of project status to project stakeholders and DCTA Board of Directors
7. Ensure proper documentation and record retention
8. Execution of project closeout

Financial Impact

The FY21 TRiP funds in the amount of \$295,708 have been allocated in the FY21 budget.

Submitted By:


Tim Palermo, Planning & Data Analytics Manager

Final Review:


Kristina Holcomb, Deputy CEO

Approval:


Raymond Suarez, CEO

DCTA Board Agenda Outlook As of 12/04/20

JANUARY 28, 2020	FEBRUARY 25, 2021	MARCH 25, 2021
<p>JOINT MEETING WITH NTMC SCHEDULED FOR JAN 15 @ 9:00</p> <p><u>CONSENT</u></p> <ul style="list-style-type: none"> Approval of Minutes NOV & DEC - 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 (November & December 2020) <p><u>REGULAR AGENDA</u></p> <p><u>Discussion Topics</u></p> <ul style="list-style-type: none"> Preliminary FY2020 Audit Report & Presentation (Guest Presenter) Intro to FTA Formula Funds (Grants presentation) Trinity Metro Update 87th Texas Legislative Updates (review draft language) Discuss DCTA Priority Actions Agency Updates <ul style="list-style-type: none"> Fiber Project w/ Denton County & DISD Rail Trail Utilization Q1 Ridership Vanpools <p><u>Action</u></p> <ul style="list-style-type: none"> Mayhill Bridge Project ILA w/CofD MaaS Contracts (Spare Labs and Via) Arboc Vehicle Purchase (FY '21) Non-Revenue Vehicle Purchase City of Lewisville Agreement/Andes Metals Rail Crossing ILA North Texas Xpress Service DCTA/DART Joint Rail Operations Facility (JROF) Update and Letter of Intent (potential Action) Accenture PMO Task Order #2 FY21 Budget Amendment <ul style="list-style-type: none"> Andes Metal Rail Crossing Accenture Task Order #2 FY'21 Employee Compensation FY'21 True-ups <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 Discuss DCTA Priority Actions Joint DCTA/DART Rail O&M <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 Access Fare Policy <i>(include January 2021 public involvement report)</i> Consider Approval of DCTA Access Policies and Procedures <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> <p><u>Information</u></p> <ul style="list-style-type: none"> Local & Regional Transportation Updates and Legislative Issues