



DENTON COUNTY
TRANSPORTATION AUTHORITY



STRATEGIC PLANNING GUIDANCE REPORT

RESOLUTION 18-02
ADOPTED MARCH 22, 2018



BOARD OF DIRECTORS

Small Cities (500 – 17,000)



VACANT



Skip Kalb



Connie White

Large Cities (>17,000)



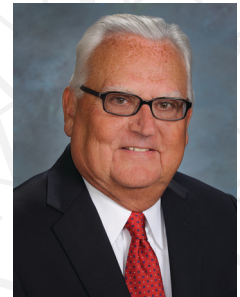
Richard Huckaby
Denton/Vice Chair



Dianne Costa
Highland Village/Secretary



Charles Emery
Lewisville/Chairman



Tom Winterburn
Corinth



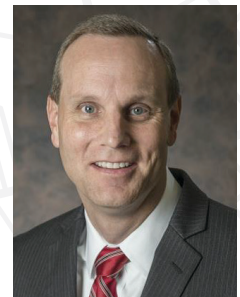
Ron Trees
Little Elm



Carter Wilson
Frisco



Allen Harris
The Colony



Mark Miller
Flower Mound

Denton County Unincorporated



George A. Campbell



Don Hartman

Denton County at Large



Dave Kovatch
Treasurer

MISSION, VISION & VALUES

Mission

As a regional partner, the Denton County Transportation Authority is committed to providing safe, customer-focused and efficient mobility solutions.

Vision

Be a leader in advancing mobility alternatives.

Values

- **Safety** – In accordance with our Service Plan, our most important commitment is passenger safety through the strict adherence to policies and procedures and ongoing employee training and professional development.
- **Accountability** – As public servants, DCTA employees and the Board of Directors hold themselves accountable to their constituents and are committed to being exemplary stewards of public resources.
- **Commitment** – DCTA employees and Board of Directors are committed to working collaboratively to deliver the components of the Service Plan in a timely manner to serve the mobility needs of our passengers.
- **Excellence** – Always in the pursuit of excellence, DCTA will consistently offer innovative, effective and quality mobility alternatives that will exceed passenger expectations.
- **Integrity** – It is incumbent upon DCTA employees and the Board of Directors to conduct themselves in a manner that upholds the highest moral, legal and ethical standards. We are uncompromising in our commitment to truth, honesty and openness in all relationships and interactions.
- **Respect** – We believe that all of our passengers are important and that all of our employees add value. We will treat passengers and employees with dignity and esteem.

DCTA GOALS & OBJECTIVES

1. Safety – Passenger, Employee, Public
2. Maximize service efficiency and reliability
3. Maximize the effectiveness of service for DCTA's ridership markets
4. Increase the visibility and elevate the image of DCTA
5. Expand DCTA's services into areas where mobility alternatives have a strong likelihood of success
6. Coordinate regional services with other regional transportation providers
7. Tie the provision of mobility alternatives to land-use and the resulting demand levels
8. Advocate sustainable development practices that support mobility alternatives
9. Maintain fiscally sound and sustainable financial plans and budgets that reflect community priorities and values
10. Leverage state-of-the-art technology for the development of innovative mobility alternatives

DCTA BOARD OF DIRECTORS PRIORITIES

Overall Guidance

- Always place safety and regulatory compliance first; maintain transparency
- Build stronger relationship with stakeholders
- Grow ridership and improve service in Denton, Highland Village and Lewisville
- Expand focus to providing “mobility” versus delivering “public transportation” – fully consider the entire linked trip
- Shift focus from manager of assets/transportation provider to a broker of services
- Lead implementation of innovative mobility solutions
- Sustain and grow Frisco and the McKinney Urban Transit District (MUTD) services
- Continue seeking alternatives for unserved areas of Denton County and contiguous areas

Operations

- Enhance service within member cities
 - Rail service
 - Bus service
 - Innovative services
 - Added value (Office, Transit Oriented Development [TOD] and Trails)
- Growth within unserved areas of Denton County
 - Open dialogue with Flower Mound, Corinth, Little Elm, The Colony and 35W Corridor
 - Communities in southwest Denton County
 - Grow relationship with Frisco including the development of Burlington Northern Santa Fe Railway (BNSF)
 - Regular outreach
 - Develop further service options
- Expansion into Collin County
 - Grow relationships with communities along the Burlington Northern Santa Fe Railway (BNSF) corridor for future service
 - Sustain relationship with the McKinney Urban Transit District (MUTD)
 - Growth within underserved areas
- Strategic acquisition of property, property use rights and right-of-way
- Embrace technological changes

Relationships

- Sustain and build key relationships
- Key themes and messages:
 - Innovative partnerships
 - Willingness to take a leadership role
 - Communication with all stakeholders – always transparent
- Use Marketing/Communication actions to enhance relationships

People

- Match personnel growth to agency needs
- Be scalable and proactive
- Sustain a positive, supportive culture
- Build and sustain a place where people want to work
- Build a pipeline of talent for succession

Finance

- Sustain our solid position and practices
- Sustainable funding for improvements and expansion
- Retain fidelity with stakeholders
- Judicious use of agency debt

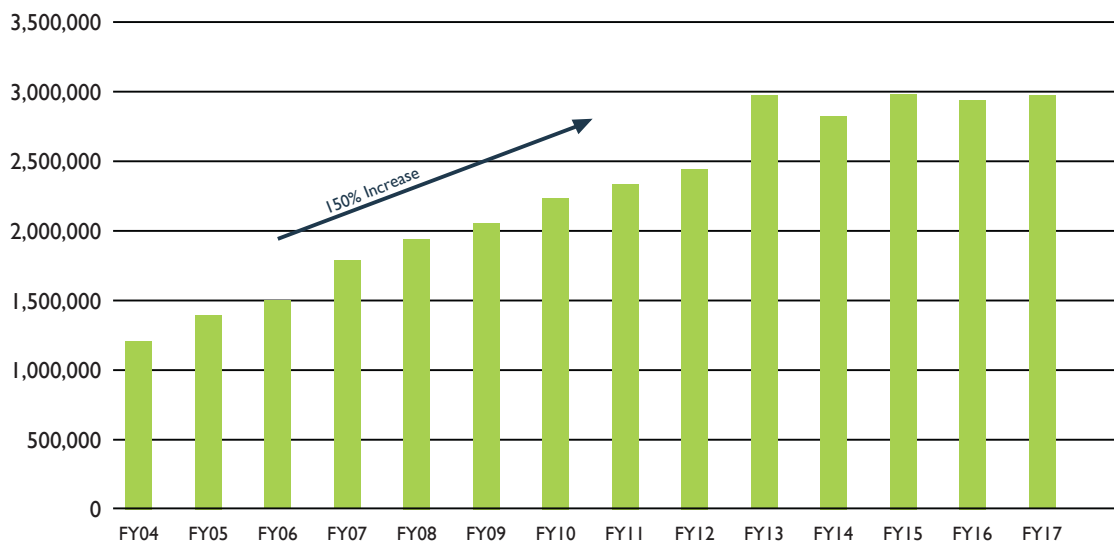
FY '17 YEAR-END REVIEW

1. Progress since FY'17 Strategic Planning Guidance Report (adopted in March 2017)

- Implemented bus service changes (consistent headways, improved coordination) in Lewisville, Denton and Highland Village
- Single Car Operations – Safe, sustained single car operation has been in place since Q2FY17
- Positive Train Control (PTC) – 100 percent of installation complete, testing pending
- Clean FY'17 financial audit
- McKinney Urban Transit District (MUTD) Coordination – Executed service contract with City of McKinney (on behalf of MUTD) for elderly/disabled service in McKinney, Celina, Prosper, Melissa and Princeton
- Frisco Service – Continued elderly/disabled service; service expanded to portions of Plano
- Strategic acquisitions initiated
- \$178,200 in federal grants beyond formula funds and 5M transportation development credits (TDCs) awarded to DCTA in FY'17
- All newly created positions filled

2. Ridership

DCTA SYSTEM RIDERSHIP BY FISCAL YEAR



3. Remaining Challenges

- Ridership (particularly rail) declines
- Beginning dynamic testing of Positive Train Control (PTC) system
- Completion of strategic acquisitions

SPECIFIC GOALS

Immediate Goals (within next 12 months)

- Enhance Outreach to Stakeholders
 - Conduct a forum/round table with leadership of member cities
 - Expand to include:
 - Communities along existing A-train corridor
 - Potential new member communities
 - Potential contract service areas
 - Deliver our good news in multiple forums on a regular basis
- Increase Ridership
 - Assess where our riders go and what they value
 - Develop possible service enhancements in existing service areas
 - Propose fare structure changes to improve ridership
 - Improve “first mile/last mile” connections
 - Provide regional leadership in innovative services (Transportation Network Companies [TNCs], Autonomous vehicles, etc.) to grow ridership and improve operational efficiency
 - Prepare a feasible plan to add a station near North Central Texas College (NCTC) in Corinth
- Begin Positive Train Control (PTC) Revenue Service Demonstration (RSD) no later than Dec. 31, 2018
- Execute long-term agreement with the University of North Texas
- Complete last section of the A-train Rail Trail
- Prepare initial analysis of A-train extensions north and south
- Develop legislative package to allow use of freight corridors for commuter rail
- Develop options to consider brand change/agency renaming

Short-Term Goals (within next 24 months)

- Implement safety and security enhancements
- Complete strategic acquisitions
- Facilitate development near stations that will grow ridership and property values (ex. Higher Education)
- Focused planning on east/west movement for jobs (State Highway 121 corridor commuter traffic)



































































Long-Term Goals (within next 2-5+ years)

- Move into permanent office space
- Implement A-train extensions
- Execute long-term agreement with Texas Women’s University (TWU)
- Implement service on Burlington Northern Santa Fe Railway (BNSF) from Belt Line to Celina

ONGOING GOALS

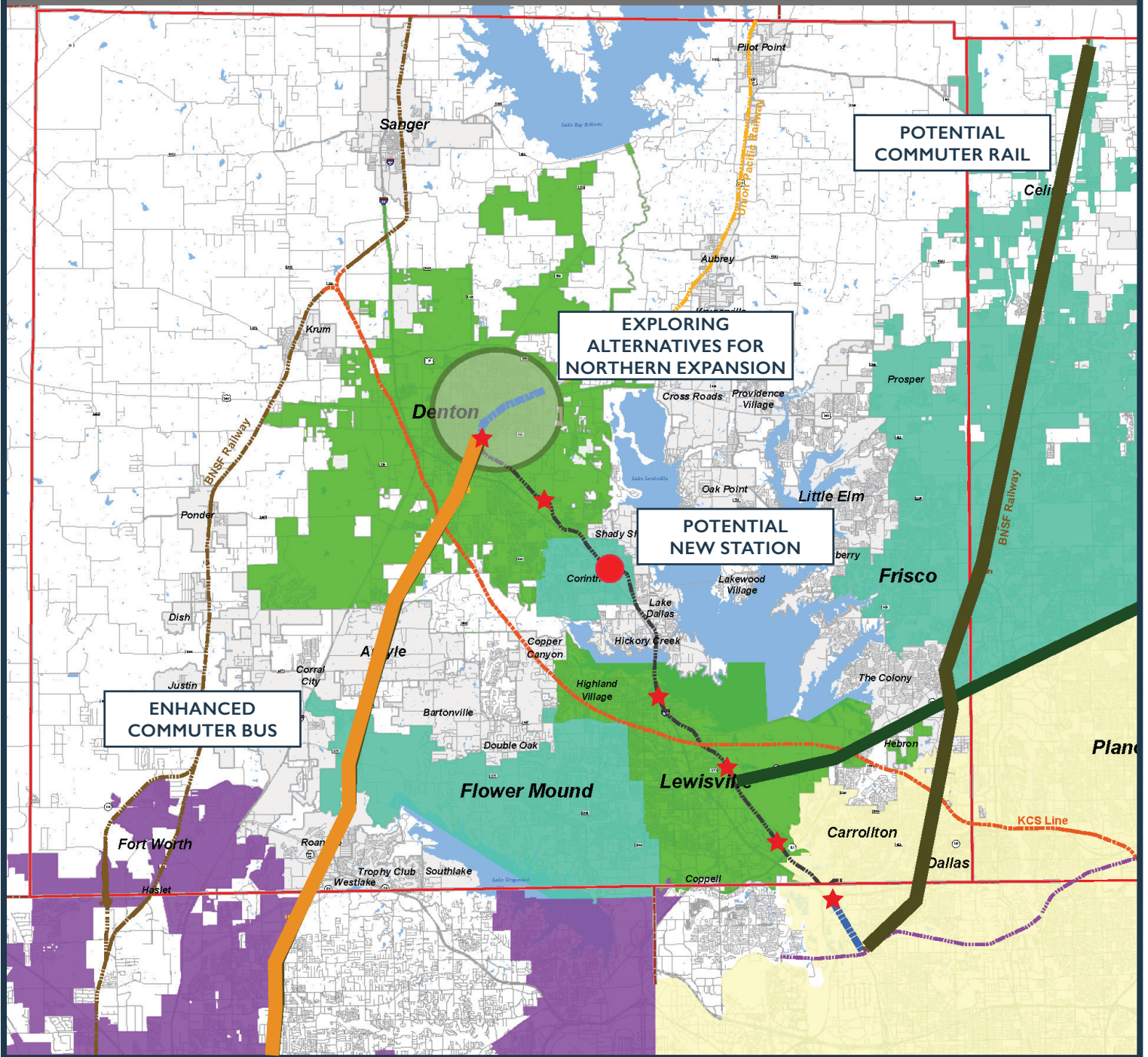
- Deliver our good news in multiple forums on a regular basis
- Sustain strong audit results
- Develop viable financing strategies
- Sustain a positive and supporting workplace environment
- Ensure staffing levels provide a strong “bench” and scale up as demand increases
- Implement business approach as a broker of services

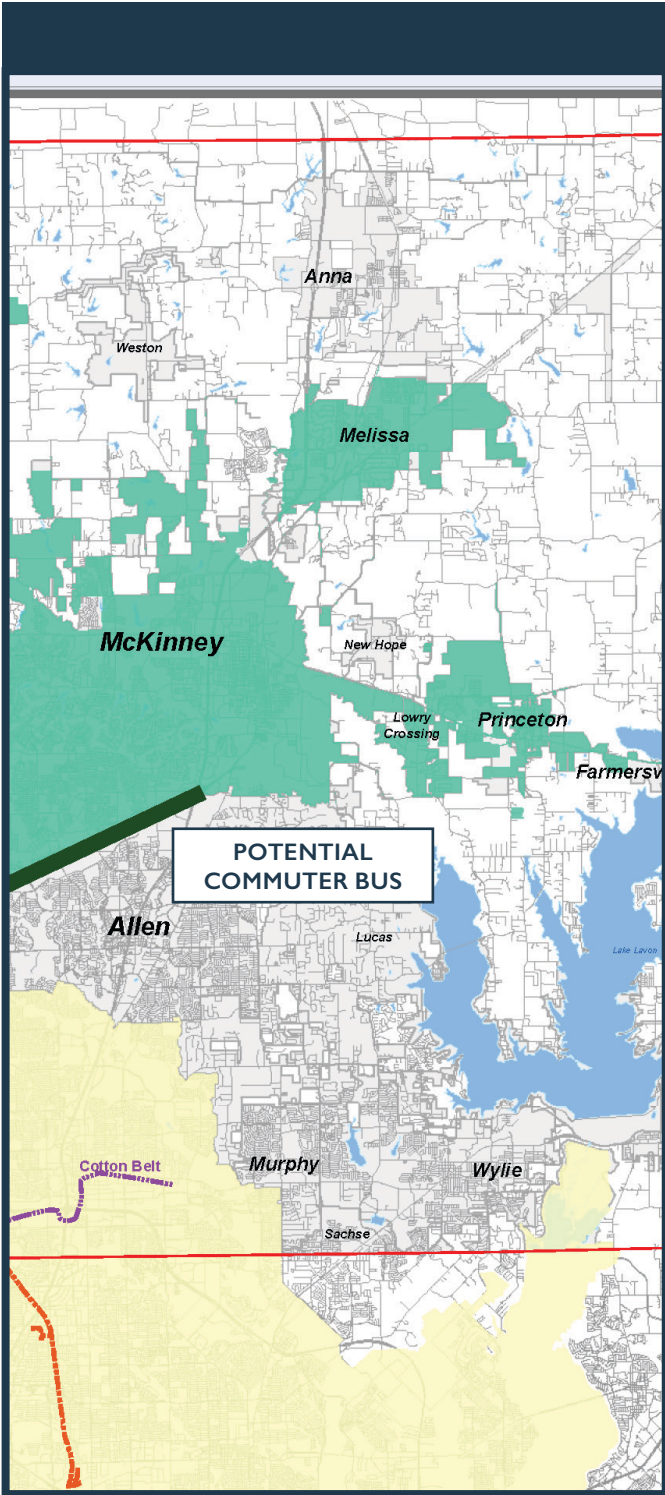
TARGETED SERVICES

	ACCESS/ ELD/DIS	TNC/ON- DEMAND	VANPOOL	BUS	COMMUTER BUS	RAIL	
LEWISVILLE							CURRENT
HIGHLAND VILLAGE							ACTIVELY PURSUING
DENTON				 **			IDENTIFYING OPPORTUNITIES
CORINTH				 *			*NCTC CONTRACT
LITTLE ELM							**INCLUDES UNT CONTRACT
FLOWER MOUND				 *			***TROPHY CLUB, NORTH LAKE, JUSTIN, ROANOKE
THE COLONY							
35W CORRIDOR							
FRISCO							
PROSPER							
CELINA							
MCKINNEY							
MELISSA							
PRINCETON							
LOWRY CROSSING							
SW DENTON COUNTY***							

DENTON AND COLLIN COUNTY MAP

DENTON COUNTY TRANSPORTATION AUTHORITY





A-TRAIN STATIONS

----- **A-TRAIN LINE**

- - - - - **A-TRAIN EXTENSION**

- - - - - **UNION PACIFIC RAILWAY**

- - - - - **KCS LINE**

- - - - - **COTTON BELT**

———— **I-35W**

———— **SRT 121**

———— **BURLINGTON NORTHERN
SANTA FE RAILWAY**

■ **DCTA MEMBER CITIES**

■ **DART MEMBER CITIES**

■ **DCTA SERVICE AREA**

■ **TRINITY METRO
MEMBER CITIES**

ABOUT DCTA

Agency Background

Established Under Texas Transportation Code Chapter 460 (2002)



Supported by 1/2¢ Sales Tax from Denton, Highland Village and Lewisville (2003)



DCTA Began Bus Service (October 2005)
A-train Began Revenue Service (June 2011)



14-Member Board of Directors (Appointed)



Agency Facts

SERVICES

22 Bus Routes
A-train Commuter Rail
Demand-Response Services
Paratransit Services
Commuter Vanpool
TNC/Taxi

RIDERSHIP

Carried Over 2.9 Million Passengers in FY'17

INNOVATION

Integrated Ride Share Services
Taxi Partnership
Real-Time Travel Tools

LEADERSHIP

Financial and Transparency Awards
20 Marketing and Communications Awards in FY'17
Regional Involvement (Regional Transportation Council [RTC]/
Surface Transportation Technical Committee [STTC])

ABOUT DCTA (CONTINUED)

DCTA Value Proposition



DCTA is a well-established, efficiently-operated, and fiscally-responsible transit authority.



DCTA understands suburban communities and high-growth areas.



DCTA is leading the country with innovative on-demand mobility solutions.

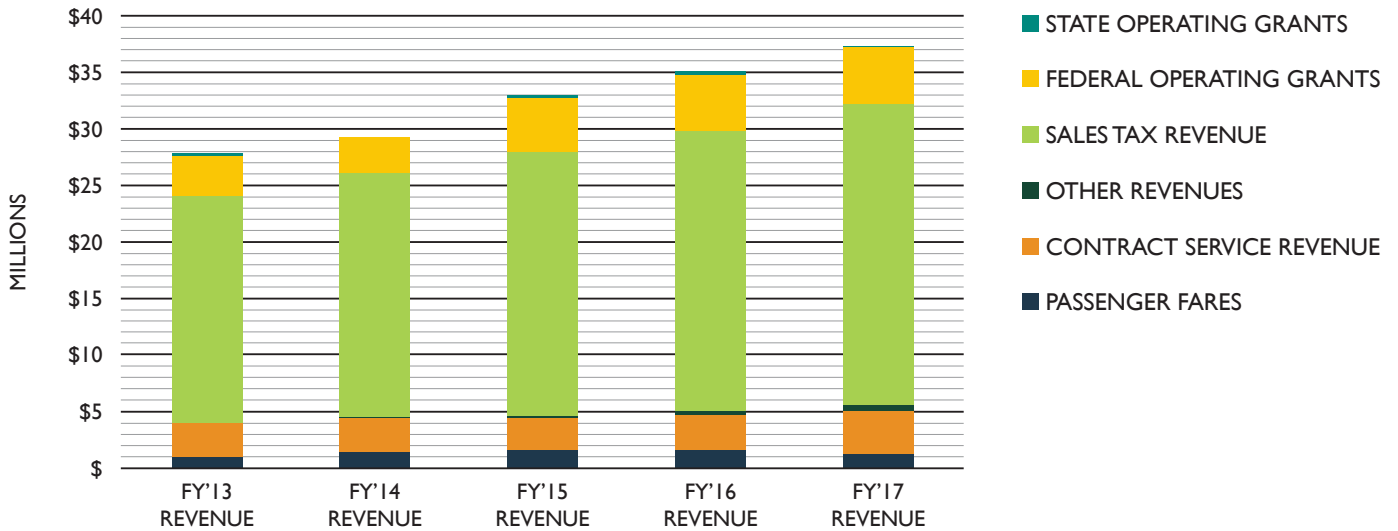


DCTA offers flexible and customizable approaches to mobility.

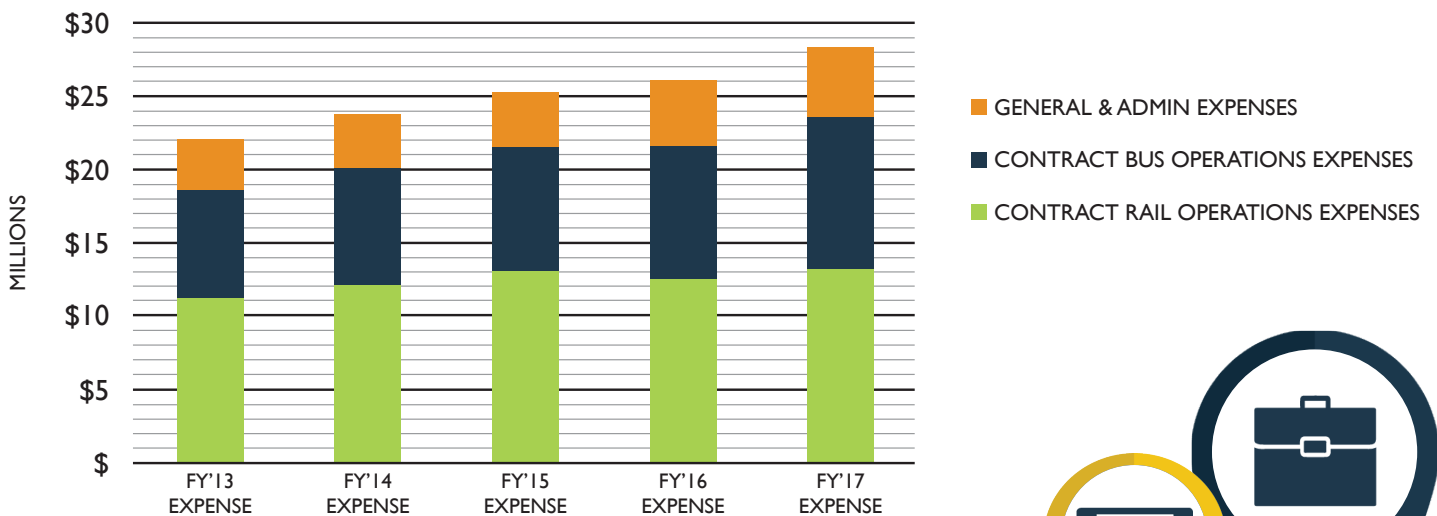


DCTA SOURCES AND USES OF FUNDS (5-YEAR HISTORY)

SOURCES OF FUNDS - FIVE YEAR TREND



USES OF FUNDS - FIVE YEAR TREND



*Fiscal Year: Oct. 1 - Sept. 30

KEY RELATIONSHIPS

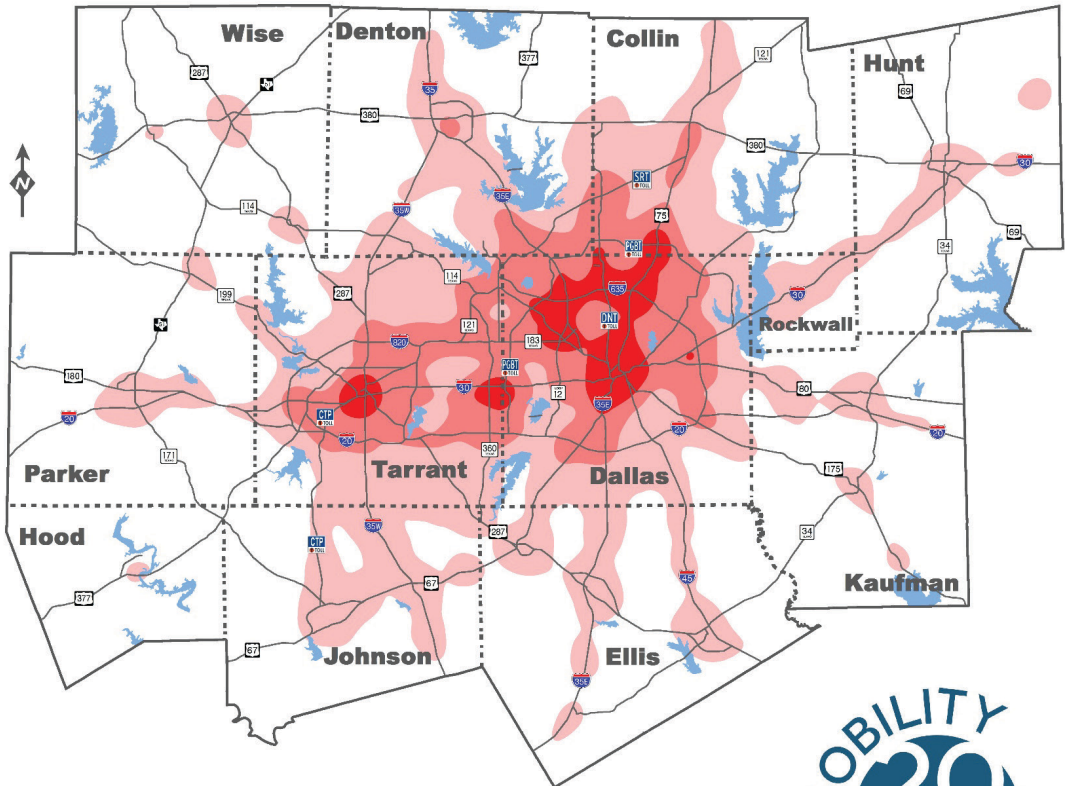
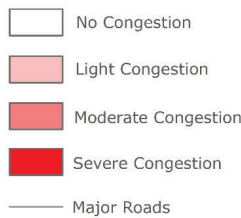
- Denton, Highland Village and Lewisville
- Denton County/Collin County
- North Central Texas Council of Governments (NCTCOG)/Regional Transportation Council (RTC)
- Dallas Area Rapid Transit (DART)
- Trinity Metro (formerly Fort Worth Transportation Authority)
- Senior Programs for Aging Needs (SPAN)
- Higher Education
 - University of North Texas (UNT)
 - Texas Women's University (TWU)
 - North Central Texas College (NCTC)
- Contract Communities (Frisco)
- McKinney Urban Transit District (MUTD)
- Alliance Texas Area
- Texas Department of Transportation (TxDOT)
- Federal and State Regulatory Agencies
- Transportation Coalitions
 - Dallas Regional Mobility Coalition (DRMC)
 - Tarrant Regional Transportation Coalition (TRTC)
- Corridor Groups
 - I-35W Corridor Coalition
- Trade Organizations
 - American Public Transportation Association (APTA)
 - South West Transit Association (SWTA)
 - Texas Transit Association (TTA)
- Texas Legislature/US Congress
- Federal Transit Administration (FTA)
- Federal Railroad Administration (FRA)



CONGESTION MAPS

2017 Levels of Congestion/Delay †

Congestion Index*



 North Central Texas
Council of Governments
March 2016

Cost of Congestion/Delay: \$10.7 billion

*Congestion Index is based on a percent increase in travel time.

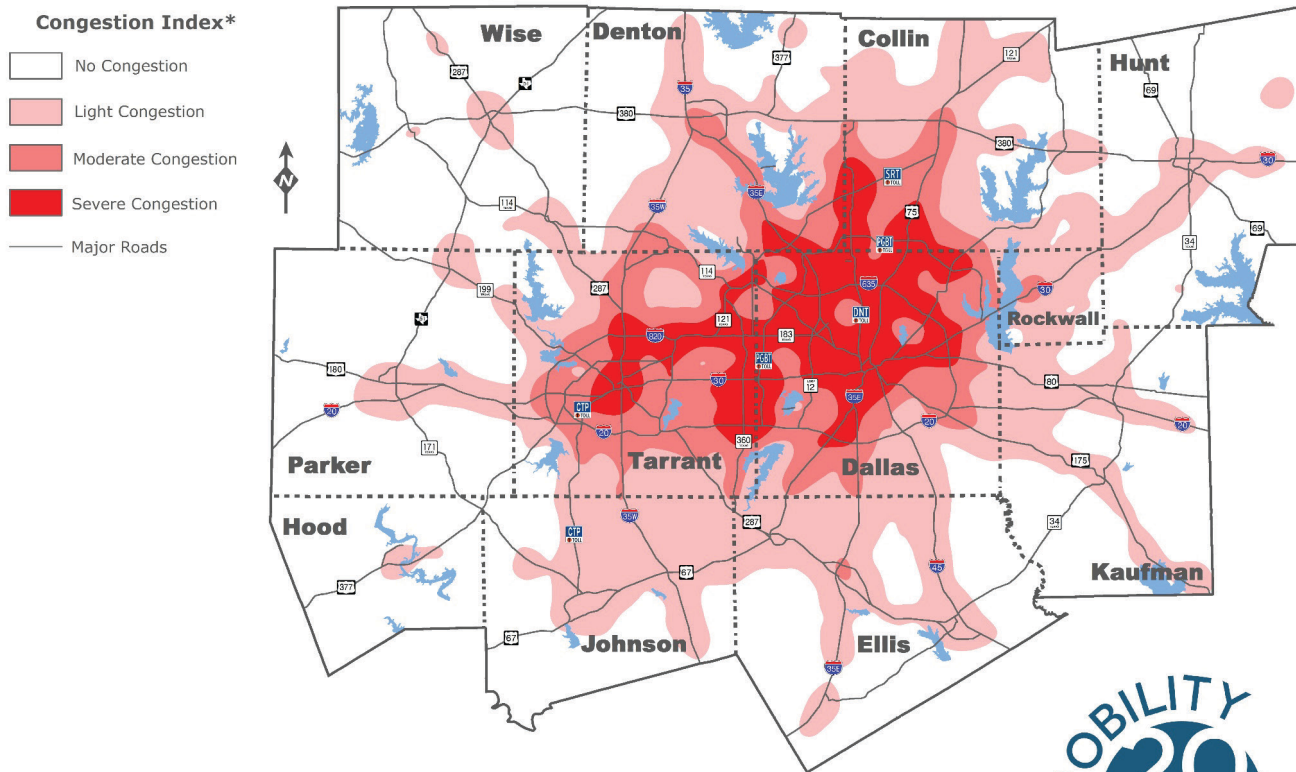
DCTA is an active contributor to the Mobility 2045 Plan in order to:

- Continue existing service to meet the needs of the communities we serve
- Improve existing services to meet the demands of an ever-growing region
- Lead innovation to improve mobility solutions within the region

† Denton and Collin Counties have experienced rapid growth prior to 2017, and that growth will continue well into the future

2040 Levels of Congestion/Delay* † †

No-Build Scenario



Cost of Congestion/Delay: \$43.9 billion

*Congestion Index is based on a percent increase in travel time.

DCTA continually monitors the growing levels of congestion and delay in order to:

- Properly prepare for the rapid growth of up to 12M people in our service area
- Develop mobility options to provide alternatives to the single occupant vehicle to improve air quality
- Mitigate designation as a non-attainment area (air quality standards) to improve health and the possibility of losing federal funds

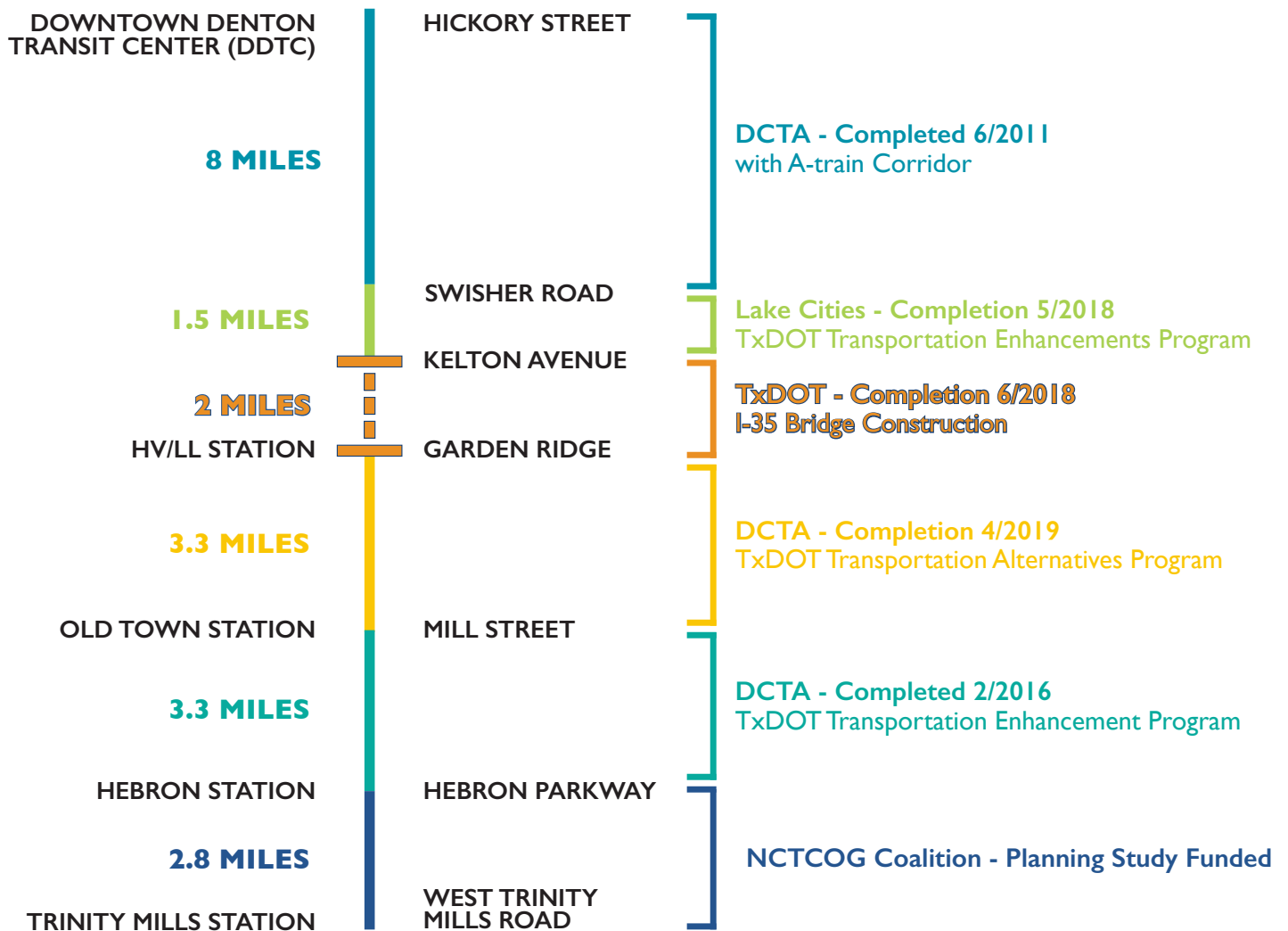
† † While much of this growth has occurred without the support of public transportation, building road congestion and lack of space for expansion will limit potential growth

† † Clear need demonstrated for accessible transportation options

*2040 maps will be updated with the 2045 maps when available

A-TRAIN RAIL TRAIL

A-TRAIN RAIL TRAIL – STATUS AS OF 3/2018



GLOSSARY

- **APTA** – American Public Transportation Association
- **BNSF** – Burlington Northern Santa Fe Railway
- **DART** – Dallas Area Rapid Transit
- **DCTA** – Denton County Transportation Authority
- **DRMC** – Dallas Regional Mobility Coalition
- **FRA** – Federal Railroad Administration
- **FTA** – Federal Transit Administration
- **MUTD** – McKinney Urban Transit District
- **NCTC** – North Central Texas College
- **NCTCOG** – North Central Texas Council of Governments
- **RTC** – Regional Transportation Council
- **SPAN** – Senior Programs for Aging Needs
- **STTC** – Surface Transportation Technical Committee
- **SWTA** – South West Transit Association
- **TDC** – Transportation Development Credit
- **TNC** – Transportation Network Company
- **TOD** – Transit Oriented Development
- **TRTC** – Tarrant Regional Transportation Coalition
- **TTA** – Texas Transit Association
- **TWU** – Texas Women’s University
- **TxDOT** – Texas Department of Transportation
- **UNT** – University of North Texas
- **UTD** – Urban Transit District

RESOLUTION

**DENTON COUNTY TRANSPORTATION AUTHORITY
RESOLUTION NO. 18-02**

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE DENTON COUNTY TRANSPORTATION AUTHORITY (DCTA) PROVIDING FOR ADOPTION OF THE STRATEGIC PLANNING GUIDANCE REPORT; PROVIDING A REPEALING CLAUSE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the firm Nelson/Nygaard Consulting Associates, Inc. was engaged to work with DCTA to prepare a Long Range Service Plan (“the Plan”) which was adopted on December 15, 2011; and

WHEREAS, the Plan provides for a roadmap for DCTA to invest in future transit services to address the mix of priorities, funding sources, and transit needs; and

WHEREAS, the Plan is intended to articulate the Authority’s service and planning goals and inform agency decisions and annual budget development; and

WHEREAS, the Board of Directors of the DCTA conducted a strategic planning session on February 22, 2018 to review steps toward the implementation of the Plan and provide guidance; and

WHEREAS, the Board of Directors of DCTA finds its to be in the public interest to approve and adopt the Strategic Planning Guidance Report;

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

SECTION 1. The Strategic Planning Guidance Report dated March 22, 2018 attached hereto as Exhibit “A” is adopted as guidance on the implementation of the Long Range Service Plan adopted on December 15, 2011, and is hereby adopted and approved in all aspects.

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

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

DULY PASSED AND APPROVED BY THE BOARD OF DIRECTORS OF THE DENTON COUNTY TRANSPORTATION AUTHORITY THE 22ND DAY OF MARCH, 2018.

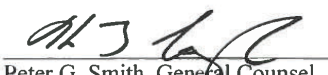
APPROVED:


Charles Emery, Chairman

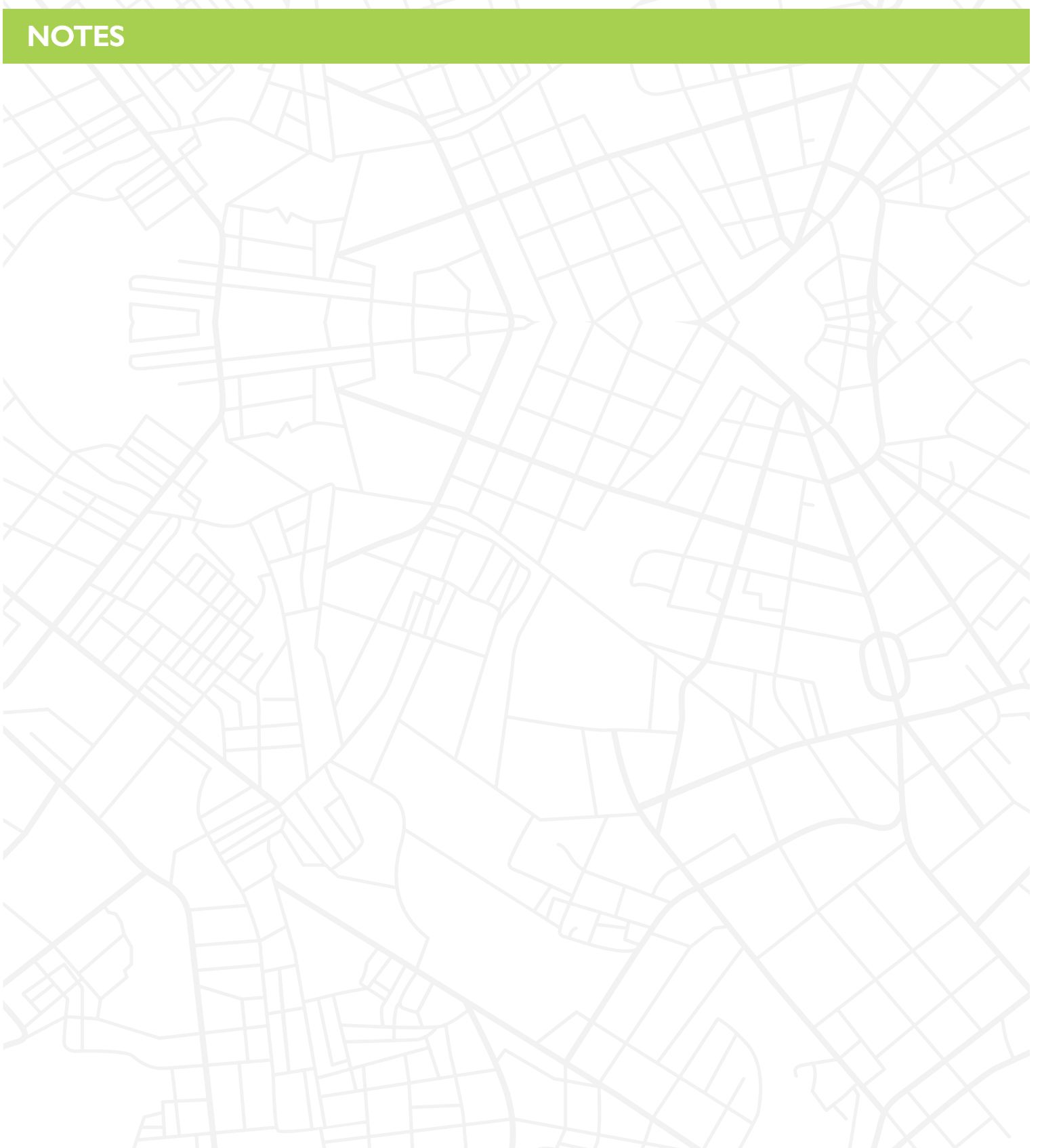
ATTEST:


Dianne Costa, Secretary

APPROVED AS TO FORM:


Peter G. Smith, General Counsel
(PGS:3-13-18:TM 96998)

NOTES





DCTA
DENTON COUNTY
TRANSPORTATION AUTHORITY

RideDCTA.net • 940.243.0077



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