DENTON COUNTY TRANSPORTATION AUTHORITY
1955 Lakeway Drive, #260, Lewisville, Texas 75057
972.221.4600 | RideDCTA.net

Board of Directors Regular Meeting
July 24, 2025 | 10:00 a.m.

NOTICE IS HEREBY GIVEN that the members of the Denton County Transportation Authority (DCTA) Board of Directors will hold a Regular Meeting on Thursday, July 24, 2025 at 10:00 a.m. at the DCTA Administrative Offices located at 1955 Lakeway Drive, Suite 260, Lewisville, Texas 75057 and by ZOOM Video Conference at which time the following agenda will be discussed.

The public is allowed to use the ZOOM link below to view the Board Meeting. To view the meeting, please use the information below:

Join from PC, Mac, iPad, or Android:
https://us06web.zoom.us/j/87383235164?pwd=HahvN5xrFbbJWpsWJQMIpN1cHGUYqW.1
Passcode:829478
Phone one-tap:+16699006833
Join via audio:+1 669 900 6833
Webinar ID: 873 8323 5164
Passcode: 829478

As authorized by Section 551-071 of the Texas Government Code, the Board of Directors may convene into Closed Executive Session for the purpose of seeking legal advice from Legal Counsel on any item on the agenda at any time during the meeting.

CALL TO ORDER

INVOCATION

PLEDGE OF ALLEGIANCE

INTRODUCTIONS

PUBLIC COMMENT

This agenda item provides an opportunity for citizens to address the DCTA Board of Directors on any agenda item(s) or other matters relating to 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.

Speakers making personal, impertinent, profane, or slanderous remarks may be removed from the meeting. Unauthorized remarks from the audience, stamping of feet, whistles, yells, clapping and similar demonstrations will not be permitted.

Citizens that are not able to participate in-person must email his or her public comment to kmorris-perkins@dcta.net no later than **3:00 p.m. on Wednesday, July 23, 2025,** to ensure the comment will be distributed to Board Members prior to the meeting.

The Board of Directors is not permitted to take action on any subject raised by a speaker during Public Comments. However, the DCTA 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 Monthly Financial Statement for May 31, 2025**
   Action Item
   Background Information: Memo
   Exhibit 1: Year-to-Date Financial Statement – May 31, 2025

2. **Consider Authorizing the Chief Executive Officer (CEO) to Execute a Contract for the Purchase of Network Switches for the Electronic Security Program from United Data Technologies in the amount of $84,573.30**
   Action Item
   Background Information: Memo

3. **Consider Authorizing the Chief Executive Officer (CEO) to Execute a Contract with Texas Health Benefits (TXHB) for Medical, Dental and Vision Benefits beginning October 1, 2025 in the amount of $2,208,114**
   Action Item
   Background Information: Memo

4. **Consider Approval of a Resolution Adopting the Updated Denton County Transportation Authority Public Transportation Agency Safety Plan (PTASP)**
   Action Item
   Background Information: Memo
   Exhibit 1: PTASP
   Exhibit 2: Draft Resolution

5. **Consider Approval of Regular Meeting Minutes Dated June 26, 2025**
   Action Item
   Background Information: Exhibit 1: Regular Meeting Minutes - June 26, 2025

REGULAR AGENDA

1. **Discuss and Consider Approval of Fiscal Year 2025 Transportation Reinvestment Program (TRiP) Project Submissions**
   Action Item
   Background Information: Memo

2. **Discuss the Updates to the Proposed Fiscal Year (FY) 2026 Operating & Capital Budget and Reserve Policies, and the Long-Range Financial Plan**
   Discussion Item
   Background Information: Memo

3. **Discuss Update on the A-train Enhancement Program**
   Discussion Item
   Background Information: Memo

4. **Discuss Update on the Intermediate Service Plan Phases II and III**
   Discussion Item
   Background Information: Memo

5. **Discuss Local and Regional Updates and Legislative Updates**

INFORMATIONAL REPORTS

1. **Safety, Service, and Ridership Reports – June 2025**
   Background Information: Memo
   Exhibit 1: Safety Performance – FY to Date
   Exhibit 2: Service Performance – FY to Date
   Exhibit 3: Ridership by Mode – June 2025
   Exhibit 4: Connect Ridership Year-Over-Year by Month
   Exhibit 5: A-train Ridership Year-Over-Year by Month
   Exhibit 6: Fixed-Route Ridership – June 2025
   Exhibit 7: UNT Ridership Year-Over-Year by Month

2. **Update on Marketing and Communications Program**
   Background Information: Memo

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.

Next Regular Board Meeting Date: August 28, 2025

REPORT ON ITEMS OF COMMUNITY INTEREST

Pursuant to Texas Government Section 551.0415 the Board of Directors may report on the following items: (1) expression of thanks, congratulations, or condolences; (2) information about holiday schedules; (3) recognition of individuals; (4) reminders about upcoming DCTA and Member City events; (5) information about community events; and (6) announcements involving imminent threat to public health and safety.

CONVENE EXECUTIVE SESSION
No Executive Session Scheduled

RECONVENE OPEN SESSION
Reconvene and Take Necessary Action on Items Discussed during Executive Session (if applicable).

ADJOURN

Board Members
TJ Gilmore, Lewisville, Chair
Cesar Molina, Denton County Seat 1, Vice-Chair
Andy Eads, Denton County Seat 2, Secretary
Alison Maguire, Denton
Daniel Jaworski, Highland Village

Alternates
Kristin Green, Lewisville
Jody Gonzalez, Denton County Seat 1
Pat Smith, Denton
Paul Stevens, Highland Village
Vacant, Denton County Seat 2

Non-Voting Board Members
Jared Eutsler, Corinth
Dennie Franklin, Frisco
Jeremie Maurina, The Colony
Stephen Christo, The Colony (alternate)
Vacant, Flower Mound
Vacant, Little Elm
Vacant, Small Cities

Staff Liaison
Paul Cristina, CEO

This notice was posted on July 18, 2025, by 5pm.

Kisha Morris-Perkins
Executive Assistant & Board Process Manager

Board of Directors Memo July 24, 2025

AGENDA ITEM: Consider Approval of Monthly Financial Statement for May 31, 2025

Recommendation
Staff recommends the Board approve the financial statement for May 31, 2025.

Background
The financial statement is presented monthly to the Board of Directors for approval. The attached report is for the period ending May 31, 2025. This report provides a comparison of year-to-date budget vs. actual performance.

Previous Board Activity & Action
There has been no previous Board activity on this item.

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

Financial Impact
The financial impact of May 31, 2025 performance has been summarized within the respective document provided. Staff stands ready to answer any questions the Board may have regarding the financial performance.

Exhibits
Exhibit 1: Year-to-Date Financial Statement – May 31, 2025

Submitted by: LaKeisha Williams

LaKeisha Williams, Senior Manager of Accounting

DENTON COUNTY TRANSPORTATION AUTHORITY

Statement of Revenue and Expenditures
Presented for the Period Ended May 31, 2025
(UNAUDITED)

	Prior Year Actual			FY 2025 - May 31, 2025					
	2022	2023	2024	YTD Budget	YTD Actual	Annual Budget	Actual %	Expected %	Notes
Revenue and Other Income									
Passenger Revenues	$ 928,716	$ 1,568,793	$ 1,987,021	$ 1,119,198	1,024,734	$ 1,675,312	61.2%	66.8%	
Contract Service Revenues	3,718,416	4,233,303	4,670,687	2,933,744	2,330,424	$ 4,400,615	53.0%	66.7%	Actual revenues are less than expected. Related expenditures are also less than expected.
Sales Tax Revenues	38,030,250	40,292,936	40,592,222	27,333,328	27,002,321	$ 41,000,000	65.9%	66.7%	Sales Tax continues to run slightly behind YTD Budget
Federal/State Grants - Capital	95,069	59,828	914,989	2,879,872	9,681	$ 4,319,818	0.2%	66.7%	Capital grants includes an estimate for PTC spending, which has not started as of May 2025
Federal/State Grants - Operating	19,028,351	9,431,745	11,562,099	6,922,258	6,760,902	$ 10,383,400	65.1%	66.7%	The slight decrease in billing compared to budget is mainly a function of the reduced amount of billable expenses incurred through 05/31/24.
Total Revenues and Other Income	**61,800,802**	**55,586,605**	**59,727,018**	**41,188,400**	**37,128,062**	**61,779,145**			
Operating Expenses									
Salary, Wages and Benefits	4,002,824	3,787,792	10,318,001	9,527,383	8,678,287	12,944,520	67.0%	73.6%	
Outsourced Services and Charges	4,517,965	5,600,148	5,522,925	3,760,685	2,196,062	5,597,100	39.2%	67.2%	The FY25 budget for Outsourced Services and Charges included significant spending for several projects/initiatives which are currently in progress. Some projects include Bus Stop Standards (Planning), Long Range Service Plan (Planning), A-Train Program (Planning), Intermediate Service Plan (Planning), Marketing consulting.
Materials and Supplies	2,536,927	2,576,663	2,521,986	2,279,456	1,265,984	3,322,867	38.1%	68.6%	The FY25 budget for Materials and Supplies includes estimates for IT spending for upgrades of hardware and other projects. This budget also includes estimates for spending for Bus Ops/Maintenance. Work is underway in these areas.
Utilities	455,020	497,792	570,977	507,744	336,697	761,572	44.2%	66.7%	
Insurance	1,608,328	1,577,898	1,099,836	1,249,776	933,201	1,874,600	49.8%	66.7%	Insurance expenditures reflects a large payment of this annual premium which occurs at the beginning of the Fiscal year to pay all non-Rail coverages.
Purchased Transportation Services	19,146,955	22,348,013	24,862,290	16,702,376	14,779,031	25,053,458	59.0%	66.7%	Purchased Transportation depends upon timing of the vendor payments.
Employee Development	119,259	2,559,697	346,602	535,497	176,482	795,340	22.2%	67.3%	
Leases and Rentals	132,033	142,445	173,735	125,768	125,880	212,080	59.4%	59.3%	
Depreciation	11,351,682	9,074,611	11,293,387	7,221,384	6,904,356	10,541,895	65.5%	68.5%	
Total Operating Expenses	**45,203,487**	**48,510,532**	**56,709,739**	**41,910,069**	**35,395,979**	**61,103,432**			
Cash Balance				**34,688,685**	**28,491,623**	**50,561,537**			
Income Before Non-Operating Revenues and Expenses	**16,597,315**	**7,076,073**	**3,017,279**	**(721,669)**	**1,732,083**	**675,713**			
Non-Operating Revenues/(Expense)									
Investment Income	462,425	4,434,145	7,861,832	1,466,664	3,160,133	2,200,000	143.6%	66.7%	
Gain (Loss) on Disposal of Assets	29,719	52,900	(6,700)	-	-	-	0.0%	0.0%	
Other Income/(Expense) - Miscellaneous	447,462	923,293	180,928	170,000	77,203	255,000	30.3%	66.7%	
Long Term Debt Interest/(Expense)		(212,684)	(210,002)	(114,544)	85,905	(171,811)	-50.0%	66.7%	
Total Non-Operating Revenues/(Expenses)	**939,606**	**5,197,654**	**7,826,058**	**1,522,120**	**3,323,242**	**2,283,189**			
Income (Loss) includes	**17,536,921**	**12,273,727**	**10,843,337**	**800,451**	**5,055,325**	**2,958,902**			
Transfers Out to NTMC	(5,926,669)	(5,577,506)	-						
Total Transfers	**(5,926,669)**	**(5,577,506)**	-						
Change in Net Position	**$ 11,610,252**	**$ 6,696,221**	**$ 10,843,337**	**$ 800,451**	**5,055,325**	**$ 2,958,902**			

Board of Directors Memo July 24, 2025

AGENDA ITEM: Consider Authorizing the Chief Executive Officer (CEO) to Execute a Contract for the Purchase of Network Switches for the Electronic Security Program from United Data Technologies in the amount of $84,573.30.

Recommendation
Staff recommends the Board authorize the Chief Executive Officer (CEO) to Execute a Contract for the Purchase of Network Switches for the Electronic Security Program from United Data Technologies in the amount of $84,573.30.

Background
As part of the ongoing Electronic Security Program, DCTA is deploying surveillance cameras across all A-train commuter rail platforms to improve passenger and operator safety. Each platform canopy requires a ruggedized network switch to support these installations. In total, fifteen (15) switches are needed, three (3) per station to cover each canopy area.

These switches will also provide connectivity for the forthcoming electronic passenger display systems, aligning with our long-term digital customer experience goals. The hardware selected includes a five-year premium support contract, consistent with IT's standard lifecycle and support requirements for switching infrastructure.

Previous Board Action
None.

Identified Need
These switches are required to extend network presence and connectivity to the A-train station platforms from DCTA's fiber-optic backbone.

Financial Impact
Network switch expansions were anticipated in the cost estimates prepared by AECOM as part of the electronic security assessment. This purchase will be funded from the existing Electronic Security Program budget. The switches will be installed by DCTA's contractor for the Electronic Security Program, within their approved scope of work.

Exhibits
None.

Submitted By: _____

Javier Trilla
Vice President, Innovation and Information Technology

Board of Directors Memo July 24, 2025

AGENDA ITEM: Consider Authorizing the Chief Executive Officer (CEO) to Execute a Contract with Texas Health Benefits (TXHB) for Medical, Dental, and Vision benefits beginning October 1, 2025, in the amount of $2,208,114.

Recommendation

Staff recommends the Board authorize the Chief Executive Officer (CEO) to execute a contract with Texas Health Benefits (TXHB) for Medical, Dental, and Vision benefits beginning October 1, 2025, in the amount of $2,208,114.

Background

DCTA leverages its contract with Holmes Murphy & Associates to market employee benefits, when necessary. DCTA's benefit years align with the fiscal year, running from October to September, with the Open Enrollment period beginning in early August, prior to implementation in October.

A Request for Information (RFI) was released by Holmes Murphy & Associates on behalf of DCTA on June 1, 2025, to receive competitive rate information for the following benefits effective October 1, 2025, through September 30, 2026:

- Medical and Prescription
- Dental
- Flexible Spending Account (FSA) and COBRA Administration
- Life and Accidental Death & Dismemberment (AD&D)
- Short Term Disability
- Long Term Disability

Holmes Murphy & Associates reached out to our incumbent carriers, TXHB and The Standard, as well as Aetna, MetLife, Delta Dental, United Healthcare, and CEC Vision.

DCTA experienced a rate increase of 16% from Fiscal Year (FY) 2023 to Fiscal Year (FY) 2024, and 10% from Fiscal Year (FY) 2024 to Fiscal Year (FY) 2025.

Fiscal Year (FY) 2025 Medical/RX rates are set to expire on September 30, 2025. Carriers were required to provide renewal numbers no later than July 1, 2025. Final renewal rates from TXHB, DCTA's current provider, came in at a -2% decrease to the medical plan. While Holmes Murphy has not yet received all responses from the market, they do not anticipate any market information from the RFI to show this decrease is not in line or better than the current market and recommends this renewal.

Existing contracts for dental, vision, life, and accidental death & dismemberment, as well as short-term and long-term disability, while under fee guarantees through September 30, 2026, are currently being market checked with the estimated growth. While Holmes Murphy has not yet received all responses from the market, they do not anticipate any market information from the RFI to show these rate guarantees are not in line or better than the current market and recommends remaining with these rate guarantees and carriers.

Existing contracts for flexible spending accounts and COBRA administration remain under fee guarantees through September 30, 2026. These plans should see no increase in rates, even with the anticipated member growth increase. No action is needed for those coverages.

A summary of changes by benefit is featured in the table below:

	FY26 Budget Workshop Budgeted Increase	Actual Increase
Medical and Prescription	11%	-2%
Dental	11%	0%
Vision	NOT BUDGETED – EMPLOYEE PAID	0%
Flexible Spending Account (FSA) and COBRA Administration	0%	0%
Life and Accidental Death & Dismemberment (AD&D)	0%	0%
Short Term Disability	0%	0%
Long Term Disability	0%	0%

Previous Board Activity & Action
An informational item on this topic was provided in the June Informational Reports.

Identified Need
The current DCTA benefit rates are set to expire as of September 30, 2025. Board approval is required for renewal of medical and prescription, dental, and vision coverage. Open Enrollment will begin August 4, 2025, for benefit coverage effective October 1, 2025.

Financial Impact
The TXHB final renewal included a -2% decrease to the medical rate, equating to an annual total premium of $2,208,114.00 based on eligible enrollment with current workforce on the plan. The total amount is subject to change based on employee election changes and employee turnover throughout the year.

Exhibits
None.

Submitted By: _____
Jackie Bronson, Vice President
Engagement & Administration

Board of Directors Memo July 24, 2025

ACTION ITEM: Consider Approval of a Resolution Adopting the Updated Denton County Transportation Authority Public Transportation Agency Safety Plan (PTASP)

Recommendation

Staff recommends the Board approve a Resolution adopting the updated Denton County Transportation Authority Public Transportation Agency Safety Plan (PTASP).

Background

In response to the new Bipartisan Infrastructure Law (BIL), the Federal Transit Administration (FTA) notified certain transit agencies, including Denton County Transportation Authority (DCTA), of new requirements for their Public Transportation Agency Safety Plan (PTASP). These changes were outlined in a February 17, 2022 "Dear Colleague" letter from FTA Administrator, Nuria I. Fernandez.

- Requirement to Form a Safety Committee by July 31, 2022;
- Address strategies to minimize exposure to infectious diseases consistent with CDC or State health authority guidelines;
- Implement a new methodology to calculate annual Safety Performance Targets (SPTs);
- Increase engagement of frontline workers in the Safety Management Systems (SMS) process; and,
- Develop a new process to update and re-adopt the PTASP in coordination with the newly formed Safety Committee.

The initial PTASP and Safety Charter was approved by the former Joint Labor Committee under North Texas Mobility Corporation. Since the transition of staff to Denton County Transportation Authority, the Committee has been formed as a Joint Labor Safety Committee with DCTA staff and frontline transit workers. This Charter was approved by the Safety Committee on July 16, 2025.

DCTA PTASP Updates

Based on the foregoing, DCTA has updated its current PTASP document, adopted by the Board initially in 2020 and approved again as updated in 2022.

The new DCTA Safety Committee was formed in January 2025 and had its first meeting January 29, 2025.

As a first order of business, this Committee worked on reviewing and updating the PTASP to ensure compliance with ongoing regulatory updates, such as covering Transit Worker Assaults. These updates are captured in the attached updated PTASP.

Developing the DCTA Annual Safety Performance Targets

The Safety Committee will use a 3-year rolling average of the data submitted by the recipient to the National Transit Database (NTD) under Section 5335 during their annual review to establish goals and identify needs.

The current plan is using the associated NTD data from reporting years 2022, 2023, and 2024.

Previous Board Activity & Action

The Board of Directors previously reviewed and approved a Resolution and adoption of the PTASP in December 2022.

Identified Need

Consideration and approval of the mandated updates to the Agency Safety Plan.

Financial Impact

This is no financial impact.

Exhibits

Exhibit 1: Public Transportation Agency Safety Plan
Exhibit 2: Draft Resolution

Submitted By: _____
Jackie Bronson, Vice President, Engagement & Administration

Denton County Transportation Authority

Public Transportation Agency Safety Plan

Version Adopted July 2025

In compliance with 49 CFR Part 673

Developed in conjunction with the
Texas Department of Transportation
and the Denton County Transportation Authority

Table of Contents

1. Executive Summary 5
   A. Plan Adoption – 673.11(a)(l) 6
   B. Certification of Compliance – 673.13(a)(b) 6
2. Transit Agency Information 673.23(d) 6
   A. Figure 1: DCTA Organizational Chart 9
   B. Authorities & Responsibilities – 673.23(d) 9
3. Safety Policies and Procedures 10
   A. Policy Statement – 673.23(a) 10
      I. Employee Safety Reporting Program – 673.23(b) 11
      II. Communicating the Policy Throughout the Agency – 673.23(c) 11
   B. PTASP Development and Coordination with TxDOT – 673.11(d) 11
   C. PTASP Annual Review – 673.11(a)(5) 12
   D. Safety Committee – 673.11 12
   E. PTASP Maintenance – 673.11(a)(2)(c) 13
   F. PTASP Documentation and Recordkeeping – 673.31 14
   G. Safety Performance Measures – 673.11(a)(3) 14
   H. Safety Performance Target Coordination – 673.15(a)(b) 15
4. Safety Management System – 673 Subpart C 16
   A. Safety Risk Management – 673.25 17
      I. Safety Hazard Identification – 673.25(b) 18
      II. Safety Risk Assessment - 673.25(c) 20
      III. Safety Risk Mitigation – 673.25(d) 22
   B. Safety Assurance – 673.27(a) 23
      I. Safety Performance Monitoring and Measuring – 673.27(b) 23
      II. Safety Event Investigation – 673.27(b)(3) 24
   C. Safety Promotion – 673.29 26
      I. Safety Competencies and Training – 673.29(a) 26
      II. Safety Communication – 673.29(b) 27
5. Safety Reduction Program – 673.27(a) 28

I. Vehicular and Pedestrian Accidents – Part 673.49 U.S.C. 5329 (d)(1)(I) 28
II. Assault on Transit Workers – 49 U.S.C. 5329(d)(1)(I)(ii) 28
III. Risk Reduction Performance Targets – Part 67 49 U.S.C. 5329(d)(1)(H) 28
6. Public Health – CFR 49 U.S.C. 5329(d)(1)(D) 29
7. Appendix A 30
A. Glossary of Terms 32
B. Additional Acronyms Used 36
8. Appendix B 37
A. Board Minutes or Resolution 37

LIST OF FIGURES

Figure 1: DCTA Organizational Chart 9
Figure 2: Safety Management Systems 16
Figure 3: Safety Risk Management Process 17
Figure 4: Draft Risk Register 18
Figure 5: Safety Risk Assessment Steps in Populating the Risk Register 21
Figure 6: Safety Risk Assessment Matrix 22
Figure 7: Risk Register Mitigation Component 23

LIST OF TABLES

Table 1: Agency Information 8
Table 2: ASP Annual Update Timeline 13
Table 3: ASP Record of Changes 13
Table 4: NPTSP Safety Performance Measures 14
Table 5: Baseline 2025 Safety Performance Measures 14
Table 6: Fixed Route (Bus) Safety Performance Targets 15
Table 7: Demand Response Safety Performance Targets 15
Table 8: PTASP Supporting Documents 30

1. EXECUTIVE SUMMARY

Moving Ahead for Progress in the 21st Century (MAP-21) granted the Federal Transit Administration (FTA) the authority to establish and enforce a comprehensive framework to oversee the safety of public transportation throughout the United States. MAP-21 expanded the regulatory authority of FTA to oversee safety, providing an opportunity to assist transit agencies in moving towards a more holistic, performance-based approach to Safety Management Systems (SMS). This authority was continued through the Fixing America's Surface Transportation Act (FAST Act).

In compliance with MAP-21 and the FAST Act, FTA promulgated a Public Transportation Safety Program on August 11, 2016, that adopted SMS as the foundation for developing and implementing a Safety Program. FTA is committed to developing, implementing, and consistently improving strategies and processes to ensure that transit achieves the highest practicable level of safety. SMS helps organizations improve their safety performance by supporting the institutionalization of beliefs, practices, and procedures for identifying, mitigating, and monitoring safety risks.

There are several components of the national safety program, including the National Public Transportation Safety Plan (NPTSP), that FTA published to provide guidance on managing safety risks and safety hazards. One element of the NPTSP is the Transit Asset Management (TAM) Plan. Public transportation agencies implemented TAM plans across the industry in 2018. The subject of this document is the Public Transportation Agency Safety Plan (PTASP) rule, 49 CFR Part 673, and guidance provided by FTA.

Safety is a core business function of all public transportation providers and should be systematically applied to every aspect of service delivery. At the Denton County Transportation Authority (DCTA), all levels of management, administration and operations are responsible for the safety of their passengers and themselves. To improve public transportation safety to the highest practicable level in the State of Texas and comply with FTA requirements, the Texas Department of Transportation (TxDOT) has developed this Agency Safety Plan (ASP) in collaboration with DCTA. The Denton County Transportation Authority has updated the initial Agency Safety Plan to develop the second version of the Public Transportation Agency Safety Plan in collaboration with the Board of Directors with fiduciary responsibility for DCTA.

To ensure that the necessary processes are in place to accomplish both enhanced safety at the local level and the goals of the NPTSP, the DCTA Board of Directors adopts this ASP and the tenets of SMS including a Safety Management Policy (SMP) and the processes for Safety Risk Management (SRM), Safety Assurance (SA), and Safety Promotion (SP), per 49 U.S.C. 5329(d)(1)(A).[1] While safety has always been a primary function at DCTA, this document lays out a process to fully implement an SMS over the next several years that complies with the PTASP final rule.

[1] Federal Register, Vol. 81, No. 24

A. Plan Adoption – 673.11(a)(l)

This Public Transit Agency Safety Plan is hereby adopted, certified as compliant, and signed by:

Paul Cristina, Chief Executive Officer

ACCOUNTABLE EXECUTIVE SIGNATURE — DATE 7/17/25

Because DCTA is a coordinated county transportation authority created by House Bill 3323, under Chapter 460 of the Texas Transportation Code, the main governing body is the DCTA Board of Directors. Approval of this plan by DCTA Board is on calendar for Board approval on July 24, 2025. Corresponding Resolution and minutes of adoption are on file.

B. Certification of Compliance - 673.13(a)(b)

Denton County Transportation Authority certifies on July 16, 2025, that this Agency Safety Plan is in full compliance with 49 CFR Part 673 and has been adopted and will be implemented by DCTA as evidenced by the plan adoption signature and necessary Board approvals under Section 1.A of this plan.

2. *TRANSIT AGENCY INFORMATION – 673.23(d)*

DCTA is the public transportation provider for Denton County, Texas. The DCTA Administrative Offices are located at 1955 Lakeway Drive, Ste. 260, Lewisville, TX 75057.

DCTA currently operates the following services:

Connect Bus – Connect Bus is a local, fixed route bus service in Denton. The routes provide easy access to popular destinations and connections to the Downtown Denton

Center (DDTC) and MedPark Station. Denton has eight Connect routes. Connect Bus service operates Monday through Saturday, excluding major holidays.

North Texas Xpress – North Texas Xpress is a commuter bus service that provides access between Denton and downtown Fort Worth, with stops in Alliance. North Texas Xpress offers round-trip service each weekday between 6 a.m. and 9:30 p.m.

GoZone – GoZone is an on-demand rideshare service, utilizing third party transportation vendor(s), that riders utilize for trips within, and sometimes between, designated zones in Denton County.

UNT Campus Shuttles – DCTA provides shuttle service in partnership with the University of North Texas (UNT) to offer service to the campus and popular off-campus locations. UNT Campus Shuttles run Monday through Friday during the school year and operate a modified schedule during the summer and holidays. Weekend service is available through UNT's Campus Cruiser.

UNT Late Night Lyft Zone – DCTA has a partnership with Lyft where currently-enrolled UNT students are eligible for 120 one-way rides free of charge. Qualifying trips within the UNT Lyft Zone include the Main Campus, Oak Street Hall and Victory Hall/Mean Green Village. The service is available Monday through Sunday from 2 a.m. to 7 a.m.

Access – Access is a shared ride, origin-to-destination, paratransit service that provides transportation for disabled residents and visitors in Lewisville, Denton and Highland Village. DCTA's Access service is broken up into two categories, ADA paratransit service and non-ADA demand-response service. An application process is required for all Access services.

Collin County Rides – The City of McKinney, the McKinney Urban Transit District (MUTD) and DCTA provide Collin County Rides. This service consists of a subsidized taxi voucher program that provides efficient transit options for participating MUTD cities including Celina, Lowry Crossing, McKinney, Melissa, Princeton and Prosper.

- Older Adult Program: This program provides citizens ages 65 years and older with proper mobility solutions within Collin County. An application process is required.
- Individuals with Disabilities Program: This program provides alternative mobility solutions within Collin County for persons with disabilities. An application process is required.
- Low Income Transit Subsidy Program: This service provides low-income families and individuals with mobility solutions within Collin County. An application process is required.

Commuter Vanpool – Vanpools are DCTA's way of providing a convenient and cost-effective way to get to work.

Coppell Lyft Pilot Program – The City of Coppell has partnered with Lyft and DCTA to launch "Work Hard, Get a Lyft," Coppell's workforce transit program designed to provide local employees first- and last-mile transportation. Employees at participating businesses can request discounted Lyft rides from several public transit stops directly to the workplace and back, providing an easy solution for the extra few miles of commuting.

Frisco Demand Response – This program provides curb-to-curb demand response transit service to eligible Frisco residents for trips within Frisco, McKinney, Allen as well as designated portions of Plano.

Additional Service – Additional transit service provided by DCTA on behalf of another transit agency or entity at the time of the development of this plan includes:

- Irving Holdings, DCTA's contractor, operates the Collin County Rides taxi voucher program and manages the call center on behalf of the City of McKinney/McKinney Urban Transit District (MUTD). A variety of taxis provide service delivery for Collin County Rides.

DCTA is a coordinated county transportation authority as defined by Texas Law. The authority is led by a Board of Directors and managed by the Chief Executive Officer, who is also the ASP Accountable Executive, and a leadership team. The leadership team consists of a Vice President of Operations, Vice President of Finance, Vice President of Engagement & Administration, Vice President of IT & Innovation, and Vice President of Planning & Development and is supported by various department directors. The Vice President of Engagement & Administration has oversight of the Safety & Security Manager, who is the designated Chief Safety Officer (CSO).

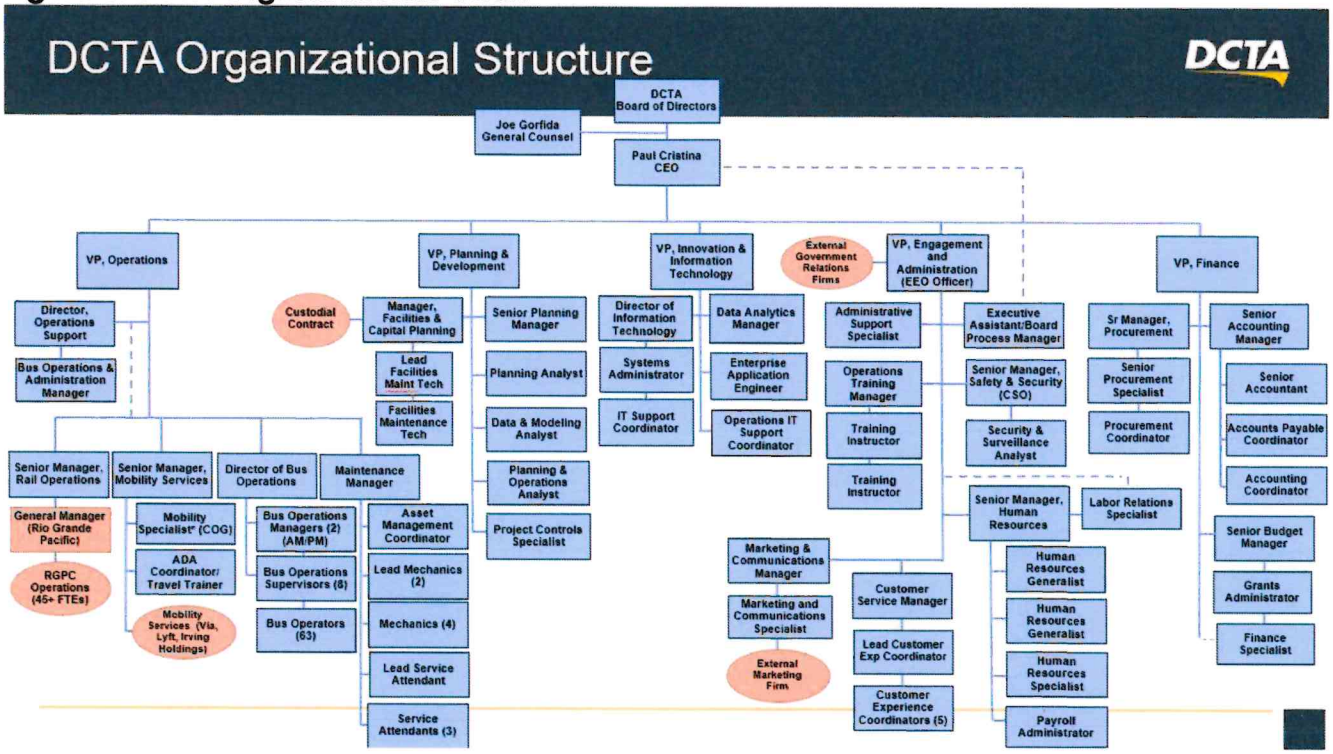
Table 1 contains agency information, while an organizational chart for DCTA is provided in Figure 1.

TABLE 1: AGENCY INFORMATION

Information Type	Information
Full Transit Agency Name	Denton County Transportation Authority
Transit Agency Address	1955 Lakeway Drive, Ste. 260, Lewisville, TX 75057
Name and Title of Accountable Executive 673.23(d)(1)	Paul Cristina, Chief Executive Officer **
Name of Chief Safety Officer or SMS Executive 673.23(d)(2)	Safety & Security Manager *
	Back Up CSO (VP, Engagement & Administration)
Key Staff	Vice President of Operations
	Vice President of Engagement & Administration
	Director Bus Operations
	Director of Operations Support
Mode(s) of Service Covered by This Plan 673.11(b)	Fixed Route & Demand Response bus service
List All FTA Funding Types (e.g., 5307, 5310, 5311)	5307, 5339a
Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)	Fixed Route & Demand Response bus service; Commuter Vanpool; and Microtransit/shared ride service
Number of Vehicles Operated	123 vehicles operated in maximum service (43 directly operated and 80 purchased transportation)

*** Accountable Executive*
** CSO*

A. Figure 1: DCTA Organizational Chart



B. Authorities & Responsibilities – 673.23(d)

As stated in 49 CFR Part 673.23(d), DCTA is establishing the necessary authority, accountabilities, and responsibilities for the management of safety amongst the key individuals within the organization as those individuals relate to the development and management of our SMS. In general, the following defines the authority and responsibilities associated with our organization.

The Accountable Executive has ultimate responsibility for carrying out the SMS of our public transportation agency, and control or direction over the human and capital resources needed to develop and maintain both the ASP, in accordance with 49 U.S.C. 5329(d), and the agency's TAM Plan, in accordance with 49 U.S.C. 5326. The Accountable Executive has authority and responsibility to address substandard performance in the DCTA SMS, per 673.23(d)(1). Implements safety risk mitigations for the safety risk reduction program that are included in the ASP per 673.11(a)(7)(iv). (§ 673.23(d)(1)(i))

Agency leadership and executive management are those members of our agency leadership or executive management, other than the Accountable Executive and CSO/SMS Executive, who have authority or responsibility for day-to-day implementation and operation of our agency's SMS.

The CSO is an adequately trained individual who has the authority and responsibility as designated by the Accountable Executive for the day-to-day implementation and operation of the DCTA SMS. As such, the CSO can report directly to our transit agency's Accountable Executive.

Key staff are staff, groups of staff, or committees to support the Accountable Executive, CSO, or SMS Executive in developing, implementing, and operating our agency's SMS.

Front line employees perform the daily tasks and activities where hazards can be readily identified so the identified hazards can be addressed before the hazards become adverse events. These employees are critical to SMS success through each employee's respective role in reporting safety hazards, which is where an effective SMS and a positive safety culture begins.

Over the next year, DCTA will be reviewing and modifying, if necessary, our current job descriptions to ensure the job descriptions comply with 49 CFR Part 673.

3. SAFETY POLICIES AND PROCEDURES

A. Policy Statement – 673.23(a)

DCTA recognizes that the management of safety is a core value of our business. The management team at DCTA will embrace the SMS and is committed to developing, implementing, maintaining, and constantly improving processes to ensure the safety of our employees, customers, and the general public. All employees are committed to safety and understand that safety is the primary responsibility of all employees. DCTA works collaboratively within a Joint Labor Safety Committee in accordance with the established Charter.

DCTA is committed to:

- Communicating the purpose and benefits of the SMS to all staff, managers, supervisors, and employees. This communication will specifically define the duties and responsibilities of each employee throughout the organization and all employees will receive appropriate information and SMS training.
- Providing appropriate management involvement and the necessary resources to establish an effective reporting system that will encourage employees to communicate and report any unsafe work conditions, hazards, or at-risk behavior to the management team.
- Identifying hazardous and unsafe work conditions and analyzing data from the employee reporting system. After thoroughly analyzing the provided data, the transit operations division will develop processes and procedures to mitigate safety risk to an acceptable level.
- Ensuring that no action will be taken against employees who disclose safety concerns through the reporting system, unless disclosure indicates an illegal act, gross negligence, or deliberate or willful disregard of regulations or procedures.
- Establishing Safety Performance Targets (SPTs) that are realistic, measurable, and data driven.
- Continually improving our safety performance through management processes that ensure appropriate safety management action is taken and is effective.

I. Employee Safety Reporting Program – 673.23(b)

Frontline employees are a significant source of safety data. These employees are typically the first to spot unsafe conditions that arise from unplanned conditions either on the vehicles, in the maintenance shop, or in the field during operations. For this reason, the Employee Safety Reporting Program (ESRP) is a major tenet of the PTASP Rule. Under this rule, agencies must establish and implement a process that allows employees to report safety conditions directly to senior management; provides protection for employees who report safety conditions to senior management; and includes a description of employee behaviors that may result in disciplinary action.

In general, the DCTA ESRP will ensure that all employees are encouraged to report safety conditions directly to senior management or their direct supervisor for elevation to senior management. The policy will include any contract employees. The policy will also spell out what protections are afforded employees who report safety related conditions and will describe employee behaviors that are not covered by those protections. The policy will also elaborate on how safety conditions that are reported will be reported back to the initiator(s) – either to the individual or groups of individuals or organization, dependent on the nature of the safety condition.

To bolster the information received from frontline employees, DCTA will also review our current policy for how our agency receives information and safety related data from employees and customers. If necessary, DCTA will develop additional means for receiving, investigating and reporting the results from investigations back to the initiator(s) – either to the person, groups of persons, or distributed agency- wide to ensure that future reporting is encouraged.

II. Communicating the Policy Throughout the Agency – 673.23(c)

DCTA is committed to ensuring the safety of our passengers, personnel and operations. Part of that commitment is developing an SMS and agencywide safety culture that reduces agency risk to the lowest level possible. The first step in developing a full SMS and agencywide safety culture is communicating our SMP throughout our agency.

The SMP and safety objectives are at the forefront of all communications. This communication strategy will include posting the policy in prominent work locations for existing employees and adding the policy statement to the on-boarding material for all new employees. In addition, the policy statement will become part of our agency's regular safety meetings and other safety communications efforts. The policy will be signed by the Accountable Executive so that all employees know that the policy is supported by management.

B. PTASP Development and Coordination with TxDOT – 673.11(d)

This PTASP has been developed by TxDOT on behalf of North Central Texas Council of Governments (NCTCOG), the Metropolitan Planning Organization (MPO) for the Dallas-Fort Worth Metro Area and the Denton County Transportation Authority in accordance with all requirements stated in 49 CFR Part 673 applicable to a small public transportation provider. TxDOT mailed a formal call for participation in a State sponsored PTASP development process to all Texas Section 5307 small bus transit agencies on January 15, 2019, and followed that call with a series of phone calls and additional correspondence.

DCTA provided a letter to TxDOT opting into participation on March 15, 2019, and has been an active participant in the development of this plan through sharing existing documentation and participating in communication and coordination throughout the development of this plan. The DCTA documentation used in the development of this plan is presented in Table 8, in Appendix A.

In support of tracking performance on our SA and SP processes, DCTA will conduct a yearly safety survey. The survey is intended to help DCTA assess how well we communicate safety and safety performance information throughout our organization by gauging how safety is perceived and embraced by DCTA's administrators, supervisors, staff and contractors. The survey is designed to help us assess how well we are conveying information on hazards and safety risks relevant to employees' roles and responsibilities and informing employees of safety actions taken in response to reports submitted through our ESRP.

Once the documents were reviewed, an on-site interview was conducted with DCTA to gain a better understanding of the agency. This understanding was necessary to ensure that the ASP was developed to fit DCTA's size, operational characteristics, and capabilities.

The draft ASP was delivered to DCTA in March 2020 for review and comment. Once review was completed and any adjustments made, the final was delivered to DCTA for review and adoption.

C. PTASP Annual Review – 673.11(a)(5)

Per 49 U.S.C. 5329(d)(1)(D), this plan includes provisions for annual updates of the SMS. As part of DCTA's ongoing commitment to fully implementing SMS and engaging our agency employees in developing a robust safety culture, DCTA will review the ASP and all supporting documentation annually. The review will be conducted as a precursor to certifying to FTA that the ASP is fully compliant with 49 CFR Part 673 and accurately reflects the agency's current implementation status. Certification will be accomplished through DCTA's annual Certifications and Assurances reporting to FTA.

The annual review will include the ASP and supporting documents (Standard Operating Procedures [SOP], Policies, Manuals, etc.) that are used to fully implement all the processes used to manage safety at DCTA. All changes will be noted (as discussed below) and the Accountable Executive will sign and date the title page of this document and provide documentation of approval by the DCTA Board whether by signature or by reference to resolution.

The annual ASP review will follow the updated activities and schedule provided below in Table 2. As processes are changed to fully implement SMS or new processes are developed, DCTA will track those changes for use in the annual review.

D. Safety Committee – 673.11

Pursuant to 49 U.S.C. 5329(d)(5)(A) The annual review will include the Safety Committee's approval of the agency's Agency Safety Plan (ASP) and any updates to the ASP. Any supporting documents such as (Standard Operating Procedures [SOP], Policies, Manuals, etc.) will be used to fully implement all the processes used to manage safety

at Denton County Transportation Authority. All changes will be noted (as discussed below) and the Accountable Executive will sign and date the title page of this document after the Safety Committee's approval and will provide documentation of approval of ASP by the Board whether by signature or by reference to resolution.

As processes are changed to fully implement SMS or new processes are developed, Denton County Transportation Authority will track those changes for use in the annual review. In addition, instructor-led training will be provided to all employees informing them of any changes. The annual ASP review will follow the update activities and schedule provided below in Table 2.

TABLE 2: ASP ANNUAL UPDATE TIMELINE

Task	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Review Agency Operations	→	→						
Review SMS Documentation • *Safety Policy;* • *Risk Management;* • *Safety Assurance; and* • *Safety Promotion.*		→	→					
Review Previous Targets and Set or Continue Targets			→	→				
Report Targets to National Transit Database (NTD), TxDOT, NCTCOG					→			
Make Any Necessary Adjustments to PTASP						→	→	
Update Version No., Adopt & Certify Plan Compliance								★

The following table, Table 3, will be used to record final changes made to the ASP during the annual update. This table will be a permanent record of the changes to the ASP over time.

TABLE 3: ASP RECORD OF CHANGES

Document Version	Section/Pages Changed	Reason for Change	Reviewer Name	Date of Change
Header	*Text*	*Text*	*Text*	*Text*
Header	*Text*	*Text*	*Text*	*Text*
Header	*Text*	*Text*	*Text*	*Text*

The implementation of SMS is an ongoing and iterative process, and as such, this PTASP is a working document. Therefore, a clear record of changes and adjustments is kept in the PTASP for the benefit of safety plan performance management and to comply with Federal statutes.

E. PTASP Maintenance – 673.11(a)(2)(c)

DCTA will follow the annual review process outlined above and adjust this ASP as necessary to accurately reflect current implementation status. This plan will document the processes and activities related to SMS implementation as required under 49 CFR Part 673 Subpart C and will make necessary updates to this ASP as DCTA continues to develop and refine our SMS implementation.

F. PTASP Documentation and Recordkeeping – 673.31

At all times, DCTA will maintain documents that set forth our ASP, including those documents related to the implementation of DCTA's SMS and those documents related to the results from SMS processes and activities. DCTA will also maintain documents that are included in whole, or by reference, that describe the programs, policies, and procedures that our agency uses to carry out our ASP and all iterations of those documents. These documents will be made available upon request to the FTA, other Federal entities, the public, or TxDOT. DCTA will maintain these documents for a minimum of three years after the documents are created. These additional supporting documents are cataloged in Appendix A and the list will be kept current as a part of the annual ASP review and update.

G. Safety Performance Measures – 673.11(a)(3)

The PTASP Final Rule, 49 CFR Part 673.11(a)(3), requires that all public transportation providers must develop an ASP to include SPTs based on the safety performance measures established under the NPTSP. The safety performance measures outlined in the NPTSP were developed to ensure that the measures can be applied to all modes of public transportation and are based on data currently being submitted to the NTD. The safety performance measures included in the NPTSP are fatalities, injuries, safety events, and system reliability (State of Good Repair as developed and tracked in the TAM Plan).

There are thirteen (13) SPTs that must be included in each ASP that are based on the seven (7) performance measures in the NPTSP. The SPTs are presented in terms of total numbers reported and rate per Vehicle Revenue Mile (VRM). Each of the thirteen (13) is required to be reported by mode as presented in Table 4.

TABLE 4: NPTSP SAFETY PERFORMANCE MEASURES

Table 5 presents DCTA's reported baseline numbers for each of the performance measures. DCTA collected three (3) years of reported data (2022-2024) to develop the rolling averages listed in the table.

Safety Performance Measure	SPT	SPT
Fatalities	*Total Number Reported*	*Rate Per Total VRM*
Injuries	*Total Number Reported*	*Rate Per Total VRM*
Safety Events	*Total Number Reported*	*Rate Per Total VRM*
System Reliability	*Mean distance between major mechanical failure*	
Pedestrian Collisions	*Total Number Reported*	*Rate Per Total VRM*
Transit Worker Assaults	*Total Number Reported*	*Rate Per Total VRM*
Collisions	*Total Number Reported*	*Rate Per Total VRM*

TABLE 5: BASELINE 2025 SAFETY PERFORMANCE MEASURES

*rate = total number for the year/total revenue vehicle miles traveled

Base Line On Three Year Average

Mode	Fatalities	Rate of Fatalities	Injuries	Rate of Injury	Safety Event	Rate of Safety Events
Fixed Route (bus)	0	0	1.7	0.0000023	4	0.0000055
Demand Response	0	0	4	0.000011	7	0.000019

Mode	Pedestrian Collisions	Rate of Pedestrian Collisions	Transit Worker Assaults	Rate of Transit Worker Assaults	Total Collisions	Rate of Total Collisions
Fixed Route (bus)	0	0	1	0.0000021	1	0.0000021
Demand Response	0	0	0.67	0.00000021	7	0.0000022

Mode	Mean Distance Between Mayor Mechanical Failure
Fixed Route (bus)	6,907
Demand Response	308,766

While safety has always been a major component of the DCTA operation, the adoption of this ASP will result in changes across all aspects of the organization. The SPTs set in Table 6 and Table 7 reflect an acknowledgment that SMS implementation will produce new information that will be needed to accurately set meaningful SPTs. We will set our targets at the current NTD-reported four-year average as we begin the process of fully implementing our SMS and developing our targeted safety improvements. This will ensure that we do no worse than our baseline performance over the last five years.

TABLE 6: FIXED ROUTE (BUS) SAFETY PERFORMANCE TARGETS

*rate = total number for the year/total revenue vehicle miles traveled

Fixed Route (bus)

Safety Performance Measure	Base Line	Target
Fatalities	0	0
Rate of Fatalities*	0	0
Injuries	1.7	1.7
Rate of injuries*	0.0000023	0.0000023
Safety Events	4	4
Rate of Safety Events*	0.0000055	0.0000055
System Reliability	6907	7,500
Transit Work Injury	1	0
Rate of Transit Worker Injury*	0.0000021	0
Pedestrian Collisions	0	0
Rate of Pedestrian Collisions*	0	0
Transit Worker Assaults	1	0
Rate of Transit Worker Assaults*	0.0000055	0
Collisions	1	1
Rate of Total Collisions*	0.0000021	0.0000021

TABLE 7: DEMAND RESPONSE SAFETY PERFORMANCE TARGETS

Demand Response

Safety Performance Measure	Base Line	Target
Fatalities	0	0
Rate of Fatalities*	0	0
Injuries	1.7	1.7
Rate of injuries*	0.000011	0.000011
Safety Events	7	7
Rate of Safety Events*	0.000019	0.000019
System Reliability	308766	308,766
Transit Work Injury	0.67	0
Rate of Transit Worker Injury*	0.0000021	0
Pedestrian Collisions	0	0
Rate of Pedestrian Collisions*	0	0
Transit Worker Assaults	0.67	0
Rate of Transit Worker Assaults*	0.0000021	0
Collisions	7	5
Rate of Total Collisions*	0.0000022	0.0000018

*rate = total number for the year/total revenue vehicle miles traveled

As part of the annual review of the ASP, DCTA will reevaluate our SPTs and determine whether the SPTs need to be refined. As more data is collected as part of the SRM process discussed later in this plan, DCTA may begin developing safety performance indicators to help inform management on safety related investments.

H. Safety Performance Target Coordination – 673.15(a)(b)

DCTA will make our SPTs available to TxDOT and NCTCOG to aid in those agencies' respective regional and long-range planning processes. To the maximum extent practicable, DCTA will coordinate with TxDOT and NCTCOG in the selection of State and MPO SPTs as documented in the Interagency Memorandum of Understanding (MOU).

Each year during the FTA Certifications and Assurances reporting process, DCTA will transmit any updates to our SPTs to both NCTCOG and TxDOT (unless those agencies specify another time in writing).

4. SAFETY MANAGEMENT SYSTEMS – 673 SUBPART C

As previously noted, FTA has adopted SMS as the basis for improving safety across the public transportation industry. In compliance with the National Safety Program, National Public Transportation Safety Plan, and 49 CFR Part 673, DCTA is adopting SMS as the basis for directing and managing safety and risk at our agency. DCTA has always viewed safety as a core business function. All levels of management and employees are accountable for appropriately identifying and effectively managing risk in all activities and operations in order to deliver improvements in safety and reduce risk to the lowest practical level during service delivery.

SMS is comprised of four basic components - SMP, SRM, SA, and SP. The SMP and SP are the enablers that provide structure and supporting activities that make SRM and SA possible and sustainable. The SRM and SA are the processes and activities for effectively managing safety as presented in Figure 2.

DCTA will hold an extended Safety Committee meeting to assess the safety performance annually during the first quarter for the results of the previous year. This information will be provided to the Board of Directors on behalf of the Safety Committee.

FIGURE 2: SAFETY MANAGEMENT SYSTEMS



Implementing SMS at DCTA will be a major undertaking over the next several years. This ASP is the first step to putting in place a systematic approach to managing the agency's risk. DCTA has already taken several steps to implement SMS, such as developing this initial ASP and designating a CSO. During the first year of implementation, DCTA will identify SMS roles and responsibilities and key stakeholder groups, identify key staff to support implementation, and ensure the identified staff receive SMS training. DCTA will also develop a plan for implementing SMS, inform stakeholders about the ASP, and discuss our progress toward implementation with the DCTA Board and our agency's planning partners.

A. Safety Risk Management – 673.25

By adopting this ASP, DCTA is establishing the SRM process presented in Figure 3 for identifying hazards and analyzing, assessing and mitigating safety risk in compliance with the requirements of 49 CFR Part 673.25. The SRM processes described in this section are designed to implement the DCTA SMS.

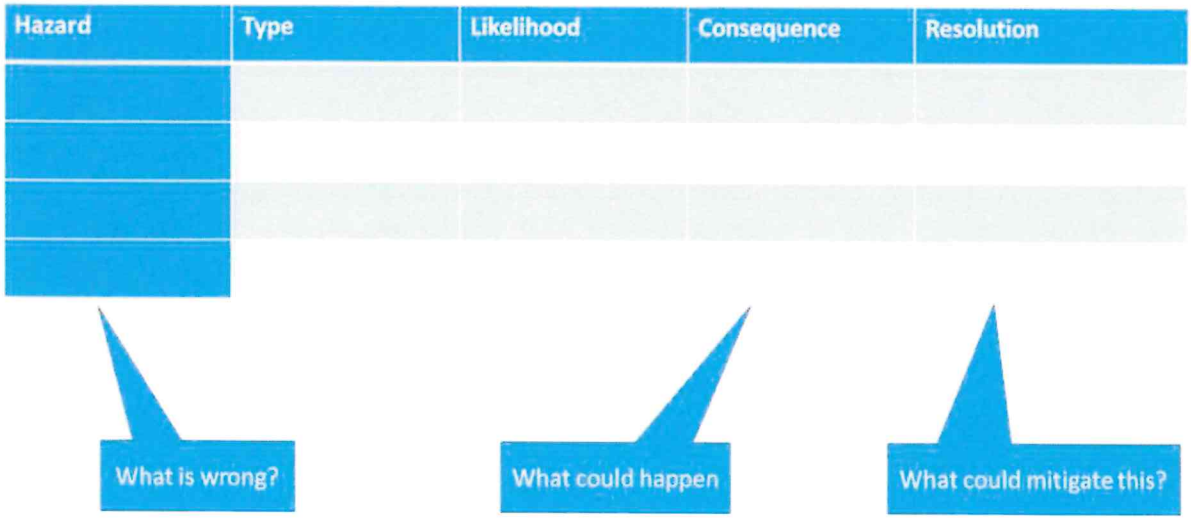
FIGURE 3: SAFETY RISK MANAGEMENT PROCESS



The implementation of the SRM component of the SMS will be carried out over the course of the next year. The SRM components will be implemented through a program of improvement during which the SRM processes will be implemented, reviewed, evaluated, and revised as necessary, to ensure the processes are achieving the intended safety objectives as the processes are fully incorporated into DCTA's SOPs.

The SRM is focused on implementing and improving actionable strategies that DCTA has undertaken to identify, assess and mitigate risk. The creation of a Risk Register provides an accessible resource for documenting the SRM process, tracking the identified risks, and documenting the effectiveness of mitigation strategies in meeting defined safety objectives and performance measures. The draft Risk Register is presented in Figure 4.

FIGURE 4: DRAFT RISK REGISTER



As the SRM process progresses through the steps of identifying what may be wrong, what could happen as a result, and what steps DCTA is taking to resolve the risk and mitigate the hazard, the CSO completes and publishes the various components of the Risk Register. These components include the use of safety hazard identification, safety risk assessment, and safety risk mitigation, as described in the following sections.

I. Safety Hazard Identification – 673.25(b)

As part of the follow up to the TSA Baseline Assessment and Security Enhancement (BASE) Report (Appendix A, Table 8 shows the filename, document title and date of adoption) DCTA initiated the development of a Bus Transit System Safety Program Plan (Appendix A, Table 8). The SSEPP was finalized and adopted on June 2nd, 2019. The SSEPP details the DCTA critical asset identification and analysis strategy, as well as the elements of our accident/safety event investigation procedures, which serve as key resources for our hazard identification process and in place to identify safety and operational risks based on individual assets.

The procedures outlined in these resource documents are based on the FTA's Model Bus Safety Programs and Public Transportation System Security and Emergency Preparedness Planning (SSEPP) Guide. Although the current procedures have been effective in achieving our safety objectives, to ensure compliance with 49 CFR Part 673, DCTA is working to implement the following expanded SRM process.

The DCTA SRM process is a forward-looking effort to identify safety hazards that could potentially result in negative safety outcomes. In the SRM process, a hazard is any real or potential condition that can

cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infra- structure of a public transportation system; or, damage to the environment.

Hazard identification focuses on out-of-the-norm conditions that need special attention or immediate action, new procedures, or training to resolve a condition that is unacceptable and return conditions to an acceptable level. DCTA uses a variety of mechanisms for identifying and documenting hazards, namely:

- Through training and reporting procedures, DCTA ensures personnel can identify hazards and that each employee clearly understands that the employee has a responsibility to immediately report any safety hazards identified to the employee's supervisors. Continued training helps employees to develop and improve the skills needed to identify hazards.
- Employee hazard training coupled with the ESRP ensures that DCTA has full use of information from frontline employees for hazard identification.
- Upon receiving the hazard report, supervisors communicate the identified hazard to the CSO for entry into the Risk Register for risk assessment, classification and possible mitigation.
- In carrying out the risk assessment, the CSO uses standard reporting forms (e.g. Pre-and Post- Trip Inspection Forms and Driver Trouble Ticket to mitigate mechanical based safety hazards that are identified) and other reports completed on a routine basis by administrative, operations and maintenance. The DCTA Standard Operating Procedure Guidelines contain procedures for flagging and reporting hazards as a part of day-to-day operations.
- Supervisors are responsible for performing and documenting regular safety assessments, which include reporting and recommending methods to reduce identified hazards.
- DCTA uses incident reports and records to determine specific areas of training that need to be covered with employees to ensure safety hazard identification is continually improved, and thus ensure that hazards are identified before an event recurrence.
- Incident reports are also analyzed by the risk management team to identify any recurring patterns or themes that would help to identify underlying hazards and root causes of the event that can be mitigated to prevent recurrence.
- If a hazard is such that an employee would be reluctant to report the information due to perceived negative consequences (e.g., disciplinary action), alternative, anonymous reporting mechanisms are available through an anonymous suggestion box or anonymous online reporting form, or other secure mechanism.
- To increase the safety knowledge of our agency, the CSO, risk management personnel and subject matter experts are also encouraged to participate in available professional development

- activities and peer-to-peer exchanges as a source of expertise and information on lessons learned and best practices in hazard identification.
- Other sources for hazard identification include:
    - ESRP
    - Inspections of personnel job performance, vehicles, facilities and other data
    - Investigations of safety events
    - Safety trend analysis on data currently collected
    - Training and evaluation records
    - Internal safety audits
    - External sources of hazard information could include:
        - FTA and other federal or state authorities
        - Reports from the public
        - Safety bulletins from manufacturers or industry associations
        - Centers for Disease Control and Prevention (CDC)
        - State of Texas health authorities
        - Safety concerns through Safety Assurance activities

In addition to identifying the hazard, the hazard identification process also classifies the hazard by type (organizational, technical or environmental) to assist the CSO in identifying the optimal combination of departmental leadership and subject matter expertise to select in assembling the safety risk assessment team.

The various hazard types can also be categorized by subcategory for each type. For example, organizational hazards can be subcategorized into resourcing, procedural, training or supervisory hazards. Each of the subcategories implies different types of mitigation strategies and potentially affect overall agency resources through varying costs for implementation. Technical hazards can be subcategorized into operational, maintenance, design and equipment. Additionally, environmental hazards can be subcategorized into weather and natural, which is always a factor for every operation.

II. Safety Risk Assessment – 673.25(c)

DCTA currently uses an Assessment Form with a similar framework for assessing risks and threats with reference to security for the transportation system. This assessment form and procedure can be found in Section 1 of the SSEPP and shows specific threats, the likelihood to occur, the impact on transportation assets and systems, and a vulnerability index based on this assessment.

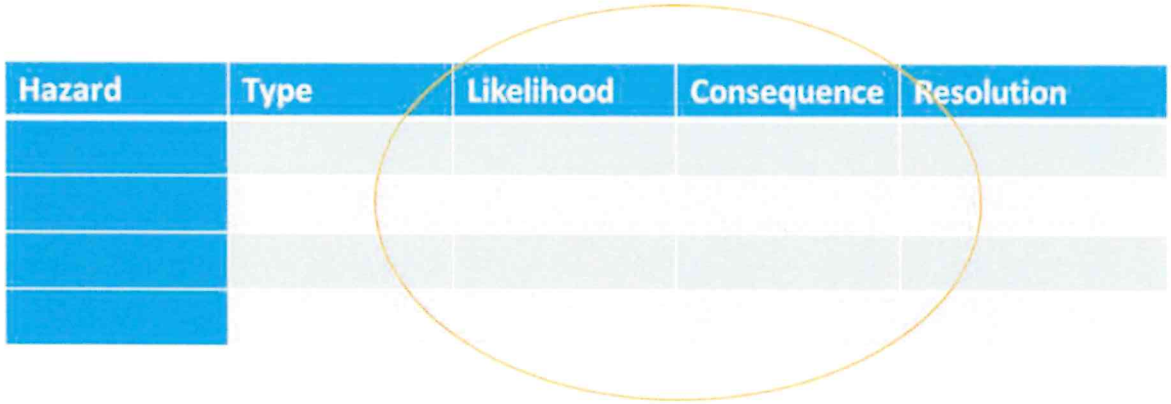
As part of the new SRM process, DCTA has developed methods to assess the likelihood and severity of the consequences of identified hazards, and prioritizes the hazards based on the safety risk. The process continues the use of the Risk Register described in the previous section to address the next two components.

To accurately assess a risk, DCTA may need to perform an investigation. DCTA currently investigates accidents or crashes but will need to develop a full investigation procedure to inform the SRM process.

The investigation procedure will start with the Assessment Form and framework found in Section - 1 Hazard Identification and Resolution of the SSEPP and will be developed to cover all risk assessment. Once fully developed, the document will become the Investigation SOP. The SOP will include accident investigation procedures as well as risk investigation procedures. These procedures will be used to investigate risks identified from multiple sources including the ESRP.

Safety risk is based on an assessment of the likelihood of a potential consequence and the potential severity of the consequences in terms of resulting harm or damage. The risk assessment also considers any previous mitigation efforts and the effectiveness of those efforts. The results of the assessment are used to populate the third and fourth components of the Risk Register as presented in Figure 5.

FIGURE 5: SAFETY RISK ASSESSMENT STEPS IN POPULATING THE RISK REGISTER



The risk assessment is conducted by the CSO and their risk management team through the safety compliance committee supplemented by subject matter experts from the respective department or section to which the risk applies. The process employs a safety risk matrix, similar to the one presented in Figure 6, that allows the safety team to visualize the assessed likelihood and severity, and to help decision-makers understand when actions are necessary to reduce or mitigate safety risk.

FIGURE 6: SAFETY RISK ASSESSMENT MATRIX

RISK ASSESSMENT MATRIX				
SEVERITY / LIKELIHOOD	Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
Frequent (A)	High	High	High	Medium
Probable (B)	High	High	Medium	Medium
Occasional (C)	High	Medium	Medium	Low
Remote (D)	Medium	Medium	Low	Low
Improbable (E)	Medium	Low	Low	Low

Although the current version of the matrix relies heavily on the examples and samples that are listed on the PTASP Technical Assistance Center website, lessons learned from the implementation process during the coming years will be used to customize the matrix that DCTA will use to address our unique operating realities and leadership guidance.

The Risk Assessment Matrix is an important tool. If a risk is assessed and falls within one of the red zones, the risk is determined to be unacceptable under existing circumstances. This means that management must take action to mitigate the situation. This is where SRMs are developed. If the risk is assessed and falls within one of the yellow zones, the risk is determined to be acceptable, but monitoring is necessary. If the risk falls within one of the green zones, the risk is acceptable under the existing circumstances.

Once a hazard's likelihood and severity have been assessed, the CSO enters the hazard assessment into the Risk Register that is used to document the individual hazard and the type of risk it represents. This information is used to move to the next step, which is hazard mitigation.

III. Safety Risk Mitigation – 673.25(d)

DCTA has a risk reduction plan, which lists the specific vulnerability according to a vulnerability index and identifies current risk reduction strategies and additional mitigation actions planned for each vulnerability. This risk reduction plan will be updated to be consistent with the ASP and the SRM requirements under 49 CFR Part 673.

Upon completion of the risk assessment, the CSO and the safety committee continue populating the Risk Register by identifying mitigations or strategies necessary to reduce the likelihood and/or severity of the consequences. The goal of this step is to avoid or eliminate the hazard or, when elimination is not likely or feasible, to reduce the assessed risk rating to an acceptable level (Figure 7). However, mitigations do not typically eliminate the risk entirely.

FIGURE 7: RISK REGISTER MITIGATION COMPONENT

Hazard	Type	Likelihood	Consequence	Resolution

To accomplish this objective, the CSO, through the risk management team, works with subject matter experts from the respective department or section to which the risk applies. The risk management team then conducts a brainstorming exercise to elicit feedback from staff and supervisors with the highest level of expertise in the components of the hazard.

Documented risk resolution and hazard mitigation activities from previous Risk Register entries and the resolution's documented level of success at achieving the desired safety objectives may also be reviewed and considered in the process. If the hazard is external (e.g., roadway construction by an outside agency) information and input from external actors or experts may also be sought to take advantage of all reasonably available resources and avoid any unintended consequences.

Once a mitigation strategy is selected and adopted, the strategy is assigned to an appropriate staff member or team for implementation. The assigned personnel and the personnel's specific responsibilities are entered into the Risk Register. Among the responsibilities of the mitigation team leader is the documentation of the mitigation effort, including whether the mitigation was carried out as designed and whether the intended safety objectives were achieved. This information is recorded in the appendix to the Risk Register for use in subsequent SA activities and to monitor the effectiveness of the SRM program.

When an item unrelated to the risk reduction program is recommended by the Safety Committee and it is not implemented, the Accountable Executive will supply a written document explaining the decision and will present it to the Safety Committee and the Board of Directors.

DCTA considers safety guidance from several oversight authorities, including but not limited to Texas Department of Transportation, Federal Transit Administration and local sources.

B. Safety Assurance – 673.27(a)

Safety Assurance means processes within the DCTA SMS that function to ensure a) the implementation and effectiveness of safety risk mitigation, and b) DCTA meets or exceeds our safety objectives through the collection, measurement, analysis and assessment of information.

SA helps to ensure early identification of potential safety issues. SA also ensures that safeguards are in place and are effective in meeting DCTA's critical safety objectives and contribute towards SPTs.

I. Safety Performance Monitoring and Measuring – 673.27(b)

As the first step in the DCTA SA program, DCTA collects and monitors data on safety performance indicators through a variety of mechanisms described in the following sections. Safety performance indicators can provide early warning signs about safety risks. DCTA currently relies primarily on lagging indicators representing negative safety outcomes that should be avoided or mitigated in the future.

However, initiatives are underway to adopt a more robust set of leading indicators that monitor conditions that are likely to contribute to negative outcomes in the future. In addition to the day-to-day monitoring and investigation procedures detailed below, DCTA will review and document the safety performance monitoring and measuring processes as part of the annual update of this ASP.

MONITORING COMPLIANCE AND SUFFICIENCY OF PROCEDURES – 673.27(b)(1)

DCTA monitors our system for personnel compliance with operations and maintenance procedures and also monitors these procedures for sufficiency in meeting safety objectives. A list of documents describing the safety related operations and maintenance procedures cited in this ASP is provided in Appendix A of this document.

Supervisors monitor employee compliance with DCTA SOPs through direct observation and review of information from internal reporting systems. DCTA addresses non-compliance with standard procedures for operations and maintenance activities through a variety of actions, including revision to training materials and delivery of employee and supervisor training if the non-compliance is systemic. If the non- compliance is situational, then activities may include supplemental individualized training, coaching, and heightened management oversight, among other remedies.

Sometimes personnel are fully complying with the procedures, but the operations and maintenance procedures are inadequate and pose the risk of negative safety outcomes. In this case, the cognizant person submits the deficiency or description of the inadequate procedures to the SRM process. Through the SRM process, the SRM team will then evaluate and analyze the potential organizational hazard and assign the identified hazard for mitigation and resolution, as appropriate. The SRM team will also conduct periodic self-evaluation and mitigation of any identified deficiencies in the SRM process itself.

MONITORING OPERATIONS – 673.27(b)(2)

Department heads are required to monitor investigation reports of safety events and SRM resolution reports to monitor the department's operations to identify any safety risk mitigations that may be ineffective, inappropriate, or not implemented as intended. If it is determined that the safety risk mitigation did not bring the risk to an acceptable level or otherwise failed to meet safety objectives, then the supervisor resubmits the safety risk/hazard to the SRM process. The CSO will work with the supervisor and subject matter experts to reanalyze the hazard and consequences and identify additional mitigation or alternative approaches to implementing the mitigation.

II. Safety Event Investigation – 673.27(b)(3)

DCTA currently conducts investigations of safety events. From an SA perspective, the objective of the investigation is to identify causal factors of the event and to identify actionable strategies that DCTA can employ to address any identifiable organizational, technical or environmental hazard at the root cause of the safety event.

Safety Event Investigations that seek to identify and document the root cause of an accident or other safety event are a critical component of the SA process because the investigations are a primary resource for the collection, measurement, analysis and assessment of information. DCTA gathers a variety of information to help in identifying and documenting root cause of accidents and incidents, including but not limited to the following process based on the FTA's Model Bus Safety Program:

1. Obtain from the Operator the following information:
    a. The location of the incident and what direction they were traveling (inbound or outbound); if in station, indicate the situation.
    b. The bus number and the route that they are on.
    c. If there are injuries, describe how serious they appear (don't be too graphic, just generalize).
    d. Information about any other vehicles or pedestrians involved and their descriptions.
2. Remind the operator of the safety procedures:
    a. Turn on 4-way flashers. Place traffic warning devices (orange triangles).
    b. Recheck anyone with injuries, do not move the seriously injured.
    c. Render comfort and aid to anyone injured, as may be appropriate.
    d. Evacuate the bus, if necessary.
    e. Keep the two-way radio on and monitored.
    f. Hand out courtesy cards to the passengers and to any witnesses.
    g. Move the vehicle to the side of the road unless it is inoperable.
3. Notify the following:
    a. Call the Police. Call Emergency Medical Personnel (EMP) 911.
    b. Notify/call the supervisor on duty at the time.
4. The supervisor will:
    a. Determine whether the CEO or Vice-President needs to be contacted but will give them a report when the supervisor finishes the initial assessment.
    b. Let the Operator know that Police and supervision have been contacted and help is on the way.
    c. Assign a Standby Operator to pre-trip a bus in case a standby must drive the next round for the operator on that route. When needed, the Standby Operator may take a bus out to continue a route.
    d. Let the Operator know that a Standby Operator and bus have been assigned to continue the route or that support personnel are bringing another bus out to them.
    e. Refer the operator for required drug and alcohol testing in compliance with 49 CFR § 655.44 Post-accident testing, if the safety event meets the definition of accident in 49 CFR § 655.4
    f. Return to the station.
    g. Record all accident information on the Daily Dispatch log, any missed trips, downtime, or bus change outs.
5. Dispatcher on duty will give the Operator an incident report to complete before the Operator leaves that day. Dispatcher will put the Operator's report in the CSO's box.
6. The CSO, working with content specialists, evaluates the incident report and other available information to determine the root cause of the accident/event. Follow up with driver or other cognizant parties may be necessary to elicit additional information.

7. The CSO identifies any hazards noted in the incident report and refers those hazards to the SRM process.

MONITORING INTERNAL SAFETY REPORTING PROGRAMS – 673.27(b)(4)

As a primary part of the internal safety reporting program, DCTA monitors information reported through the ESRP. When a report originating through the complaint process documents a safety hazard, the supervisor submits the hazards identified through the internal reporting process, including previous mitigation in place at the time of the safety event. The supervisor submits the hazard report to the SRM process to be analyzed, evaluated, and if appropriate, assigned for mitigation/resolution.

OTHER SAFETY ASSURANCE INITIATIVES

Because leading indicators can be more useful for safety performance monitoring and measurement than lagging indicators, DCTA is undertaking efforts to implement processes to identify and monitor more leading indicators or conditions that have the potential to become or contribute to negative safety outcomes. This may include trend analysis of environmental conditions through monitoring National Weather Service data; monitoring trends toward or away from meeting the identified SPTs; or other indicators as appropriate.

C. Safety Promotion – 673.29

Management support is essential to developing and implementing SMS. SP includes all aspects of how, why, when and to whom management communicates safety related topics. SP also includes when and how training is provided. The following sections outline both the safety competencies and training that DCTA will implement and how safety related information will be communicated.

I. Safety Competencies and Training – 673.29(a)

DCTA provides comprehensive training to all employees regarding each employee's job duties and general responsibilities. This training includes safety responsibilities related to the employee's position.

In addition, regular driver safety meetings are held to ensure that safety-related information is relayed to the key members of our agency's safety processes.

As part of SMS implementation, DCTA will be conducting the following activities:

- Conduct a thorough review of all current general staff categories (administrative, driver, supervisor, mechanic, maintenance, etc.) and the respective staff safety related responsibilities.
- Assess the training requirements spelled out in 49 CFR Part 672 and the various courses required for different positions. (DCTA is not subject to the requirements under 49 CFR Part 672 but will review the training requirements to understand what training is being required of other larger agencies in the event these trainings might be useful).
- Assess the training material available on the FTA PTASP Technical Assistance Center website.
- Review other training material available from industry sources such as the Community Transportation Association of America and the American Public Transportation Association

websites.

- Develop a set of competencies and trainings required to meet the safety-related activities for each general staff category.
- Develop expectations for ongoing safety training and safety meeting attendance.
- Develop a training matrix to track progress on individuals and groups within the organization.
- Adjust job notices associated with general staff categories to ensure that new personnel understand the safety-related competencies and training needs and the safety related responsibilities of the job.
- Include refresher training in all trainings and apply it to agency personnel and contractors.

II. Safety Communication – 673.29(b)

DCTA regularly communicates safety and safety performance information throughout our agency's organization that, at a minimum, conveys information on hazards and safety risks relevant to employees' roles and responsibilities and informs employees of safety actions taken in response to reports submitted through the ESRP (noted in Section 3.A.I) or other means.

DCTA reports any safety related information to the DCTA Board at their regular meetings and will begin including safety performance information. In addition, DCTA holds regularly scheduled meetings with operators to ensure that any safety related information is passed along that would affect the execution of the drivers' duties. DCTA also posts safety related and other pertinent information in a common room for all employees.

DCTA will begin systematically collecting, cataloging, and, where appropriate, analyzing and reporting safety and performance information to all staff. To determine what information should be reported, how the information should be reported and to whom, DCTA will answer the following questions:

- What information does this individual need to do their job?
- How can we ensure the individual understands what is communicated?
- How can we ensure the individual understands what action must be taken as a result of the information?
- How can we ensure the information is accurate and kept up-to-date?
- Are there any privacy or security concerns to consider when sharing information? If so, what should we do to address these concerns?

In addition, DCTA will review our current communications strategies and determine whether others are needed. As part of this effort, DCTA has conducted, and will continue to conduct, a Safety Culture Survey to understand how safety is perceived in the workplace and what areas DCTA should be addressing to fully implement a safety culture at our agency.

5. *SAFETY REDUCTION PROGRAM – 673.27(a)*

I. Vehicular and Pedestrian Accidents - Part 673. 49 U.S.C 5329 (d)(1)(I)

The safety risk assessment process will be used to assess the safety risks associated with vehicular and pedestrian accidents, among them reducing visibility impairments. This program will assist in reducing the likelihood of risk in transit operations and improve safety by reducing the number and rates of accidents, injuries, and assaults on transit workers based on data submitted to the National Transit Database.

II. Assault on Transit Workers - 49 U.S.C. 5329(d)(1)(I)(ii)

As noted in the statue, assault mitigation infrastructure and technology include barriers to restrict the unwanted entry of individuals and objects into the workstations of bus operators. Denton County Transportation Authority's comprehensive agency safety plan includes... (I) a risk reduction program ... including... (ii) the mitigation of assaults on transit workers, including the deployment of assault mitigation infrastructure and technology on buses, including barriers to restrict the unwanted entry of individuals and objects into the workstations of bus operators when a risk analysis performed by the safety committee ... determines that such barriers or other measures would reduce assaults on transit workers and or injuries to transit workers.

III. Risk Reduction Performance Targets – Part 67 49 U.S.C. 5329(d)(1)(H)

Denton County Transportation Authority will add SPT's when published by the National Transit Database (NTD) under Section 5335. In order to reflect the broad and varied nature of risk reduction performance, the recipient may review and choose to adopt the 3- year rolling average as a goal to maintain the current level of risk reduction while addressing new Part 673 requirements.

The Safety Committee will review the annual safety performance targets set by the Safety Committee for safety risk reduction. If a particular target is not met the Safety Committee will reevaluate the target and suggest mitigating actions to pursue the target goal. This includes identifying deficiencies in the SMS in a general fashion.

6. *PUBLIC HEALTH – CFR 49 U.S.C. 5329(d)(1)(d)*

Denton County Transportation Authority aims to prevent diseases, disability, and death cause by a wide range of exposure to infectious diseases. Consistent with guidelines of the Center for Disease Control and Prevention and/or state/local health authority to minimize exposure to infectious diseases, Denton County Transportation Authority (DCTA) has in place the Pandemic Response to infectious diseases Plan. Through the process described in the agency's safety plan SMS process, Denton County Transportation Authority (DCTA) will continue to identify and implement strategies to minimize the exposure of the public, personnel, and the property to hazards and unsafe conditions through the elimination, prevention, and control of infectious diseases.

7. APPENDIX A

TABLE 8: PTASP SUPPORTING DOCUMENTS

File Name	Revision Date	Document Name	Document Owner
8.19.2022 Final Report Letter.pdf	8.19.2022	Fiscal Year 2022 Triennial Review	FTA
Appendix 1_Copy of DCTA TERM Inventory ver12.20.21.pdf		TERM-Lite Inventory Publisher	
Appendix 2_DCTA Condition Assessment 2019.pdf		DCTA Condition Assessment	
Appendix 3_Bus and Rail Capital Plan9.14.18 FY19-FY37.pdf		DCTA Bus and Rail Future Capital Costs	
DCTA Enabling Legislation.pdf	5/20/2019	Texas Transportation Code - Title 6. Roadways, Subtitle K. Mass Transportation	Denton County Transportation Authority (DCTA)
DCTA TAM 2022.pdf	2022	Transit Asset Management Plan	Denton County Transportation Authority (DCTA)
DCTA Amended and Restated Bylaws (Final)	12/5/2019	Authority Bylaws	Denton County Transportation Authority (DCTA)
Denton COA FINAL REPORT 052516.pdf	May, 2016	Denton Comprehensive Operational Analysis	Denton County Transportation Authority (DCTA)
IT Acceptable Use Policy FINAL.docx	6/7/2019	Information Technology Acceptable Use Policy	Denton County Transportation Authority (DCTA)

File Name	Revision Date	Document Name	Document Owner
Lewisville-HV COA FINAL REPORT 06 1516.pdf	June, 2016	Lewisville/Highland Village Comprehensive Operational Analysis	Denton County Transportation Authority (DCTA)
Long-Range Service Plan.pdf	February, 2012	Long Range Service Plan Executive Report	Denton County Transportation Authority (DCTA)
New_Member_Cities_Adminssion_Policy_approved_02-23-2012.pdf	2/23/2012	Denton Transportation Authority New Member Policy	Denton County Transportation Authority (DCTA)
Org Chart 07/2025		DCTA Organizational Chart	Denton County Transportation Authority (DCTA)
PROCUREMENT POLICY AND PROCEDURES MANUAL-Dec 2021.PDF		Denton County Transportation Authority Procurement Policy and Procedures Manual	Denton County Transportation Authority (DCTA)
PTASP - Funding Sources.pdf		Revenue Sources, Five Year Trend - Operating and capital budget for the financial year 2019	
SB 1066 - Enrolled Version - Bill Text.html	5/3/2019 /9.1.2025	S.B. No. 1066	State of Texas
Service Overview FINAL.pdf		Service Overview	Denton County Transportation Authority (DCTA)
Service Standards (February 2012).pdf	2/23/2012	Service Performance and Design Standards	Denton County Transportation Authority (DCTA)

***JOINT LABOR SAFETY COMMITTEE CHARTER 07/2025 – Kept on file with DCTA as needed for reference.**

A. Glossary of Terms

Accident: means an event that involves any of the following: a loss of life; a report of a serious injury to a person; a collision of transit vehicles; an evacuation for life safety reasons; at any location, at any time, whatever the cause.

Accountable Executive (typically the highest executive in the agency): means a single, identifiable person who has ultimate responsibility for carrying out the SMS of a public transportation agency, and control or direction over the human and capital resources needed to develop and maintain both the agency's PTASP, in accordance with 49 U.S.C. 5329(d), and the agency's TAM Plan in accordance with 49 U.S.C. 5326.

Agency Leadership and Executive Management: Those members of agency leadership or executive management (other than an Accountable Executive, CSO, or SMS Executive) who have authorities or responsibilities for day-to-day implementation and operation of an agency's SMS.

Chief Safety Officer (CSO): means an adequately trained individual who has responsibility for safety and reports directly to a transit agency's chief executive officer, general manager, president, or equivalent officer. A CSO may not serve in other operational or maintenance capacity, unless the CSO is employed by a transit agency that is a small public transportation provider as defined in this part, or a public transportation provider that does not operate a rail fixed guideway public transportation system.

Corrective Maintenance: Specific, unscheduled maintenance typically performed to identify, isolate, and rectify a condition or fault so that the failed asset or asset component can be restored to a safe operational condition within the tolerances or limits established for in-service operations.

Equivalent Authority: means an entity that carries out duties similar to that of a Board of Directors, for a recipient or subrecipient of FTA funds under 49 U.S.C. Chapter 53, including sufficient authority to review and approve a recipient or subrecipient's PTASP.

Event: means an accident, incident, or occurrence.

Federal Transit Administration (FTA): means the Federal Transit Administration, an operating administration within the United States Department of Transportation.

Hazard: means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.

Incident: means an event that involves any of the following: a personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.

Investigation: means the process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.

Key Staff: means a group of staff or committees to support the Accountable Executive, CSO, or SMS Executive in developing, implementing, and operating the agency's SMS.

Major Mechanical Failures: means failures caused by vehicle malfunctions or subpar vehicle condition which requires that the vehicle be pulled from service.

National Public Transportation Safety Plan (NPTSP): means the plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.

Occurrence: means an event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.

Operator of a Public Transportation System: means a provider of public transportation as defined under 49 U.S.C. 5302(14).

Passenger: means a person, other than an operator, who is on board, boarding, or alighting from a vehicle on a public transportation system for the purpose of travel.

Performance Measure: means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.

Performance Target: means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.

Preventative Maintenance: means regular, scheduled, and/or recurring maintenance of assets (equipment and facilities) as required by manufacturer or vendor requirements, typically for the purpose of maintaining assets in satisfactory operating condition. Preventative maintenance is conducted by providing for systematic inspection, detection, and correction of anticipated failures either before they occur or before they develop into major defects. Preventative maintenance is maintenance, including tests, measurements, adjustments, and parts replacement, performed specifically to prevent faults from occurring. The primary goal of preventative maintenance is to avoid or mitigate the consequences of failure of equipment.

Public Transportation Agency Safety Plan (PTASP): means the documented comprehensive agency safety plan for a transit agency that is required by 49 U.S.C. 5329 and this part.

Risk: means the composite of predicted severity and likelihood of the potential effect of a hazard.

Risk Mitigation: means a method or methods to eliminate or reduce the effects of hazards.

Road Calls: means specific, unscheduled maintenance requiring either the emergency repair or service of a piece of equipment in the field or the towing of the unit to the garage or shop.

Safety Assurance (SA): means the process within a transit agency's SMS that functions to ensure the implementation and effectiveness of safety risk mitigation and ensures that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.

Safety Management Policy (SMP): means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of the agency's employees regarding safety.

Safety Management System (SMS): means the formal, top-down, data-driven, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards.

Safety Management System (SMS) Executive: means a CSO or an equivalent.

Safety Objective: means a general goal or desired outcome related to safety.

Safety Performance: means an organization's safety effectiveness and efficiency, as defined by safety performance indicators and targets, **measured** against the organization's safety objectives.

Safety Performance Indicator: means a data-driven, quantifiable parameter used for monitoring and assessing safety performance.

Safety Performance Measure: means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.

Safety Performance Monitoring: means activities aimed at the quantification of an organization's safety effectiveness and efficiency during service delivery operations through a combination of safety performance indicators and SPTs.

Safety Performance Target (SPT): means a quantifiable level of performance or condition, expressed as a value for a given performance measure, achieved over a specified timeframe related to safety management activities.

Safety Promotion (SP): means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.

Safety Risk: means the assessed probability and severity of the potential consequence(s) of a hazard, using as reference the worst foreseeable, but credible, outcome.

Safety Risk Assessment: means the formal activity whereby a transit agency determines SRM priorities by establishing the significance or value of its safety risks.

Safety Risk Management (SRM): means a process within a transit agency's Safety Plan for identifying hazards, assessing the hazards, and mitigating safety risk.

Safety Risk Mitigation: means the activities whereby a public transportation agency controls the probability or severity of the potential consequences of hazards.

Safety Risk Probability: means the likelihood that a consequence might occur, taking as reference the worst foreseeable, but credible, condition.

Safety Risk Severity: means the anticipated effects of a consequence, should the consequence materialize, taking as reference the worst foreseeable, but credible, condition.

Serious Injury: means any injury which:

- Requires hospitalization for more than 48 hours, commencing within seven days from the date that the injury was received;
- Results in a fracture of any bone (except simple fractures of fingers, toes, or nose);
- Causes severe hemorrhages, nerve, muscle, or tendon damage;
- Involves any internal organ; or
- Involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface.

Small Public Transportation Provider: means a recipient or subrecipient of Federal financial assistance under 49 U.S.C. 5307 that has one hundred (100) or fewer vehicles in peak revenue service and does not operate a rail fixed guideway public transportation system.

State: means a State of the United States, the District of Columbia, or the Territories of Puerto Rico, the Northern Mariana Islands, Guam, American Samoa, and the Virgin Islands.

State of Good Repair: means the condition in which a capital asset is able to operate at a full level of performance.

State Safety Oversight Agency: means an agency established by a State that meets the requirements and performs the functions specified by 49 U.S.C. 5329(e) and the regulations set forth in 49 CFR part 674.

Transit Agency: means an operator of a public transportation system.

Transit Asset Management (TAM) Plan: means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR part 625.

Vehicle Revenue Miles (VRM): means the miles that vehicles are scheduled to or actually travel while in revenue service. Vehicle revenue miles include layover/recovery time and exclude deadhead; operator training; vehicle maintenance testing; and school bus and charter services.

B. Additional Acronyms Used

ASP: Agency Safety Plan

DCTA: Denton County Transportation Authority

EMP: Emergency Medical Personnel

ESRP: Employee Safety Reporting Program

FAST Act: Fixing America's Surface Transportation Act

MAP-21: Moving Ahead for Progress in the 21st Century Act

MOU: Memorandum of Understanding

MPO: Metropolitan Planning Organization

NCTCOG: North Central Texas Council of Governments

NTD: National Transit Database

SOP: Standard Operating Procedure

TxDOT: Texas Department of Transportation

8. *APPENDIX B*

A. Board Minutes or Resolution

DENTON COUNTY TRANSPORTATION AUTHORITY
RESOLUTION NO. R25-06

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE DENTON COUNTY TRANSPORTATION AUTHORITY (DCTA) APPROVING THE DCTA PUBLIC TRANSPORTATION AGENCY SAFETY PLAN ("PTASP") WITH UPDATES, ATTACHED HERETO AS EXHIBIT "1"; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Federal Transit Administration (FTA) adopted the principals and methods of Safety Management Systems (SMS) as the basis for enhancing public transportation safety, and followed SMS principles in the development of rules, regulations, policies, guidance, best practices, and technical assistance; and

WHEREAS, the Final Rule, published in the Federal Register in July 2018, requires States and Operators of public transportation systems and receive federal financial assistance to develop Public Transportation Agency Safety Plan based on the SMS approach; and

WHEREAS, in November 2021, the Bipartisan Infrastructure Law (BIL) was signed into law and amended FTA's safety program at 49 United States Code (USC) Section 5329(d) by adding to the PTASP requirements. Changes include strategies to minimize exposure to infectious diseases, strategies to reduce assaults on transit workers, expansion of training, and the formation of a Safety Committee; and

WHEREAS, DCTA convened a Safety Committee meeting the requirements set forth in 49 USC Code §5329(d)(5) to assist with such updates; and

WHEREAS, the Board has reviewed the PTASP and finds it to be in the public interest to approve and adopt the updates to the PTASP attached hereto and incorporated herein as Exhibit 1, and to authorize the implementation of the PTASP by DCTA upon approval of this Resolution;

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

SECTION 1. The Denton County Board of Directors hereby approves the Public Transportation Agency Safety Plan attached hereto as Exhibit "1".

SECTION 2. This Resolution shall become effective immediately upon its passage and approval.

DULY PASSED AND APPROVED BY THE BOARD OF DIRECTORS OF THE DENTON COUNTY TRANSPORTATION AUTHORITY THE 24TH DAY OF JULY, 2025.

APPROVED:

TJ Gilmore, Chair

ATTEST:

Andy Eads, Secretary

Board of Directors Regular Meeting Minutes
June 26, 2025 | 10:00 a.m.

The Board of Directors of the Denton County Transportation Authority (DCTA) convened a Regular Board of Directors Meeting with Chair Gilmore presiding on Thursday, June 26, 2025 at 10:00am, located at the DCTA Administrative Offices, 1955 Lakeway Drive, Suite 260, Lewisville, Texas 75057.

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

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

Non-Voting Members
Board Member Dennie Franklin, City of Frisco
Board Member Jeremie Maurina, City of The Colony
Board Member Stephen Christo, Alternate - City of The Colony
Board Member Jared Eutsler, City of Corinth

Legal Counsel
Joe Gorfida, Nichols Jackson

DCTA CEO
Paul A. Cristina

CALL TO ORDER
Chair Gilmore called the meeting to order at 10:03am. All Board Members were present with the exception of Secretary Eads and Board Members Green, Gonzalez, Smith, Eutsler and Christo. Chair Gilmore departed at 12:27pm and Vice Chair Molina presided in his absence for the duration of the meeting. The Board Meeting was temporarily paused from 1:03pm to 1:06pm due to lack of quorum. The meeting resumed once the quorum was reestablished.

INVOCATION
The invocation was provided by Vice Chair Molina.

PLEDGE OF ALLEGIANCE
The Board recited the pledge of allegiance to the United States and the Texas Pledge led by Board Member Maguire.

INTRODUCTIONS
CEO Paul Cristina acknowledge guests from Lochner in the audience.

PUBLIC COMMENT
There were no individuals who wished to address the Board during this time.

CONSENT AGENDA

1. Consider Approval of Monthly Financial Statement for April 30, 2025
2. Consider Approval of a Cooperative Purchasing Agreement with Washington State Department of Enterprise Services for Transit Buses, Contract 06719
3. Consider Approval of Regular Meeting Minutes dated May 22, 2025

Motion by Board Member Maguire with a second by Vice Chair Molina to approve the Consent Agenda as presented. Motion passes 4-0.

REGULAR AGENDA

1. **Discuss Update on A-train Enhancement Program and Project Delivery Alternatives**

   Austin Frith, VP of Planning and Development and Gary Thomas, Lochner, presented to the Board highlighting the following:
   - Multiple Decision Points Impact Recommendations to Spend Design Funds
   - Initial Work Plan for A-train PMC
   - A-train Enhancement – Model Validation Results (Curve Data Verification, Speed Verification and Findings)
   - A-train Enhancement – Curve and Speed Design
   - Curve and Speed Coordination and Construction Tasks
   - Curve and Speed Estimated Timeline

   <u>A-train Project Delivery Overview</u>
   - Project Delivery Methods Overview (Traditional, Alternative and Innovative Delivery)
   - Factors to Consider
     - ✓ Project Size and Complexity
     - ✓ Legislative/Regulatory Requiremes
     - ✓ Risk Tolerance
     - ✓ Cost and Change Management
     - ✓ Schedule Sensitivity
     - ✓ Local Market Knowledge
     - ✓ Desired Amount of Owner Influence and Control

DRAFT

- ✓ Owner's Resources and Capabilities
- When to Use
- DART Program Goals and Project Delivery Overview
- Key Lessons (Agency Goals, Program Management Benefits, Funding/Procurement Strategies)

A-train Enhancement Program – Task Order 2
Purpose: Advance the design and engineering for two (2) key A-train corridor improvements: Extension to Downtown Carrollton and 15-minute headways across the corridor

- A-train Enhancement – Cost Estimate Refinement
- A-train Enhancement – Master Program Schedule

Next Steps – July Briefing Prep
- ✓ Curve and Speed Enhancements
- ✓ Track Extension to Carrollton
- ✓ Interagency Coordination

Board discussion regarding clarification design costs and aligning with projected budget, anticipated improvements next year, and exploration of a shared track. The Board also discussed Alternative Delivery Methods – CMAR and Progressive Design Build. The Board expressed a preference for a collaborative, phased approach with regular updates (touchpoints) throughout the process.

The Board thanked Austin Frith and Gary Thomas for their presentations.

No Board action required at this time.

2. Discuss Proposed Fiscal Year (FY) 2026 Operating & Capital Budget and Reserve Policies

CEO, Paul Cristina and Senior Manager of Budget & Grants, Jane Filarowicz along with members of the DCTA Executive Team, presented the proposed FY2026 Operating & Capital Budget and Reserve Policies highlighting the following:

- Budget Workshop Outlines
- Budget Calendar
- Bus/GoZone/Rail Safety Performance – Year-to-Date
- Bus/GoZone Service Performance – Year-to-Date
- DCTA Ridership Performance, Year-to-Date (Transformation to Optimization)
- Ridership / OPEX Summary
- Four-Year Outlook - Revenue vs Expenses

- Budget Adjustment Drivers – Revenues and Expenses
- DCTA Budget Summary
- Capital Budget Summary
- Change in Net Position - DCTA
- Change in Net Position – DCTA (includes Depreciation)
- FY2026 Proposed Revenue
- FY2026 Proposed Budget
  - ✓ Operating Revenues – Bus, GoZone, Rail
  - ✓ Non-Operating Revenues
  - ✓ Operating Expenses – Mobility Services
  - ✓ Purchased Transportation – Mobility Services
  - ✓ GoZone Budget Details
  - ✓ Operating Expenses – Rail
  - ✓ Rail Purchased Transportation
  - ✓ Rail Operating Expenses
  - ✓ Historical Rail Maintenance – FY2012-FY2025
  - ✓ Long Range Rail Maintenance FY2026-FY2030
  - ✓ ELP – FY2026 Rail Major Maintenance Work Program (Capital)
  - ✓ ELP – Migrate Wabtech TMDS to RailComm Dispatch (Capital)
  - ✓ Operating Expenses – Bus
  - ✓ Service Miles and Fuel
  - ✓ UNT Agreement Overview
  - ✓ Assessment of Cost of Service - UNT Shuttle Service
  - ✓ FY25 Budget Presentation Recap – UNT Agreement Considerations
  - ✓ UNT Contract Details
  - ✓ Expanded Level Projects
  - ✓ ELP – Transit App (Operating)
  - ✓ ELP – LEP Study and Requirements (Operating)
  - ✓ ELP – Organizational Structure and Total Compensation Review (Operating)
  - ✓ ELP – Long Range Service Plan (Operating)
  - ✓ ELP – Facility Assessment (Roofing and Lighting) – Operating
  - ✓ ELP – Intermediate Service Plan Support (Operating)
  - ✓ ELP – Bus Stop A/E Design Support (Operating)
  - ✓ ELP – Old Town Lewisville TOD Support (Operating)
  - ✓ ELP – Fleet Transition Plan for Revenue and Non-Revenue Vehicles (Operating)
  - ✓ ELP – Bus Stop Standards Development (Operating)
  - ✓ FY26 Expanded Level Project Summary (Capital) – Total Capital Requests: $18.5M (includes 3 projects previously Board approved)
  - ✓ ELP – Fleet Requirements – 35’ Transit Bus (Capital) – Bus Purchase (x3) and Bus Refurbishment (x1)
  - ✓ Revenue Fleet Plan Update – 35’ Transit Bus
  - ✓ ELP Fleet Requirements – Cutaway Bus (Capital)
  - ✓ ELP – Fleet Non-Revenue Vehicles (Capital)
  - ✓ ELP – A-train Curve/Speed Improvements (Capital)

DRAFT

- ✓ ELP – A-train Enhancement Program – Task Order 2
- ✓ ELP – Bus Colum Lift Replacement (Capital)
- ✓ ELP – Bus Push-To-Talk Cradles (Capital)
- ✓ ELP – Dual Facing Camera (Capital)
- ✓ ELP – Electronic Security and Digital Passenger Signage (FY2024 ELP)
- ✓ ELP – Ticket Vending Machines (Capital)
- ✓ ELP – Fiber Optic Network – Locate & Improvements (FY2025 ELP)
- ✓ ELP – Network Switching Hardware Replacement (Capital)
- ✓ ELP – Contactless Fare Payment Systems Pilot (Capital)
- ✓ ELP – Contactless Fare Payment Systems Pilot (Staffing)
- ✓ ELP – Cloud-based Phone System (Capital)
- ✓ Operating Expenses – General and Administration
- ✓ Capital Budget Summary
- ✓ Reserve Fund and Financial Policies
- ✓ Non-Operating Expense
- ✓ Organizational Structure (FY2025 Approved and FY2026 Proposed)
- ✓ DCTA Staffing Review

Board discussion regarding clarification on Net Cash Reserves and Formula Fund Money, and UNT contract. The Board also requested for future data points – general and administrative costs versus peer agencies of similar size and population served and identify performance benchmarks to evaluate DCTA's financial and operational efficiency.

No Board action required at this time.

3. **Discuss and Consider Approval of a Task Order with Structured Construction, LLC in the Amount Not to Exceed $141,613.43 for the Construction Renovation of the Denton County Transportation Authority Administrative Headquarters at 1955 Lakeway Drive, Suite 260 and 265 in Lewisville, Texas**

4. **Discuss and Consider Approval of a Resolution Approving Budget Revision 2025-11 in the amount of $259,603.43 for the Construction Renovation of the Denton County Transportation Authority Administrative Headquarters at 1955 Lakeway Drive, Suite 260 and Suite 265 in Lewisville, Texas**

   Austin Frith, VP of Planning and Development, presented Regular Agenda Items 3 & 4 to the Board highlighting the following:

   - Lakeway Expansion Project
   - Suite 265 Expansion – Cost Overview
   - Lakeway Expansion and Refresh Program Cost
   - Suite 265 Expansion – Implementation Strategy

Board discussion regarding air conditioning on server racks.

Motion by Board Member Maguire with a second by Board Member Jaworski to approve Regular Agenda Item 3 as presented. Motion passes 3-0.

Motion by Board Member Maguire with a second by Board Member Jaworski to approve Regular Agenda Item 4 as presented. Motion passes 3-0.

5. Discuss Update on Consolidated Denton County Transportation Authority (DCTA) Customer Service Function

CEO Paul Cristina presented to the Board highlighting the following:

- Briefing Objectives and Background
- DCTA Customer Service Model – Current
- DCTA Customer Service Staffing – Current
- DCTA Customer Service Current Performance – Monthly
- DCTA Call Center Performance
- GoZone Customer Service Current Performance – Monthly
- GoZone Call Integration – Call Type Volume
- GoZone Calls and DCTA Calls – Combined
- DCTA Ridership vs Call Volume Influence
- GoZone and DCTA Calls – Per Hour Snapshot
- Staffing – Workforce Scheduling
- DCTA Customer Service Model – Proposed
- DCTA & GoZone – Self-Service Tools
- DCTA Transition – Scenario Exploration
- DCTA Transition – Potential Implementation Timeline

No Board action required at this time.

6. Discuss and Consider Authorizing the Chief Executive Officer (CEO) to Apply for Bus and Bus Facilities Grant Competitive Program with 15% Local Matching Funds in Amount of $405,000 to Purchase Three (3) 35' Diesel Transit Buses

CEO Paul Cristina presented to the Board highlighting the following:

- Revenue Fleet Plan Update – 35' Transit Bus
- Programs and Available Funding
- Bus Program – Eligible Projects and Funding Breakdown
  - ✓ Grant Funding - $2,295,000
  - ✓ DCTA Local Match - $405,000
  - ✓ Total Project Cost - $2,700,000

- Cost Sharing (Maximum Federal Share – Project Type)
- Six Evaluation Criteria
  - ✓ Demonstration of Need
  - ✓ Demonstration of Benefits
  - ✓ Planning and Local/Regional Prioritization
  - ✓ Local Financial Commitment
  - ✓ Project Implementation Strategy
  - ✓ Technical, Legal and Financial Capacity
- Additional Selection Considerations
- Timelines
  - ✓ Applications Due: July 14, 2025
  - ✓ FTA Project Evaluations: July and August 2025
  - ✓ FTA Project Selections Announcement: September 2025
  - ✓ Pre-Award Authority: Starts on Date of Project Selections
  - ✓ FTA Grant Obligation Cut Off: No Later Than September 2028
  - ✓ DCTA Obligation Timeline: Within 30 Days of Award Selection

Motion by Board Member Jaworski with a second by Board Member Maguire to approve the Chief Executive Officer (CEO) to approve Advance Authority to apply for Bus and Bus Facilities Grant Competitive Program with 15% Local Matching Fund in the amount of $405,000 to purchase three (3) 35' Diesel Transit Buses and the Chief Executive Officer (CEO) to sign any necessary resolutions. Motion passes 3-0.

7. **Discuss Local and Regional Updates and Legislative Issues**
   None at this time.

INFORMATIONAL REPORTS

1. Safety, Service, and Ridership Reports – May 2025

2. Update on Contract with Texas Health Benefits (TXHB) for Medical, Dental and Vision Benefits beginning October 1, 2025

3. Update and Consideration to Issue a Request for Proposal (RFP) for Federal Legislative Consulting

These items are for informational purposes only.

FUTURE AGENDA ITEMS AND BOARD MEMBER REQUESTS
None at this time.

DRAFT

REPORT ON ITEMS OF COMMUNITY INTEREST

City of Denton
Yankee Doodle Parade
June 28, 2025
9am-10am
It begins near the Development Services building at McKinney Street and Elm Street and continues around the square.

CONVENE EXECUTIVE SESSION
No Executive Session scheduled.

RECONVENE OPEN SESSION
Not applicable.

ADJOURN
With no further business discussed, the meeting was adjourned at 1:23pm.

DRAFT

_____
TJ Gilmore, Board Chair

_____
Andy Eads, Board Secretary

DENTON COUNTY TRANSPORTATION AUTHORITY

Board of Directors Memo July 24, 2025

AGENDA ITEM: Discuss and Consider Approval of Fiscal Year (FY) 2025 Transportation Reinvestment Program (TRiP) Project Submissions

Recommendation

Staff recommends approval of FY25 Transportation Reinvestment Program (TRiP) Project Submissions.

Background

Through our Annual Call for Projects for FY2025, DCTA received four (4) TRiP funding requests totaling approximately $4.24 million from the City of Denton for the planning, design and construction of transit-supportive capital projects. The total value of the projects receiving TRiP funds represents over $8.22 million dollars in transit-supportive infrastructure. These improvements will provide a safer means of travel for transit riders as they walk to and from employment, education, and entertainment areas in and around Denton.

Staff Review Notes

DCTA staff found the applications thorough and complete. They meet the minimum project eligibility requirements for TRiP funding by supporting DCTA's Long-Range Service Plan goals:

- Increase the visibility and elevate the image of DCTA by improving the passengers' experience through enhanced bus stops and passenger amenities; and
- Advocate sustainable development practices that support transit by supporting infrastructure projects that complement and/or enhance DCTA's operational needs.

These Long-Range Service Plan goal achievements are enumerated and described in the project applications.

DCTA staff also found that each proposed project met or exceeded key evaluation criteria, including:

- Achieves long-term vision: as noted above, the project supports key tenets of the anticipated DCTA Long-Range Service Plan.
- Safety & ADA: the improvements would increase safety for all users.
- Quality of Life: the improvements would increase the appeal and walkability of member city neighborhoods and activity centers.

Funding Sources

The City of Denton will cover the remaining cost of the proposed projects, and TRiP funds would be one component.

Maintenance

The respective member cities are responsible for maintenance of any awarded projects.

DCTA DENTON COUNTY TRANSPORTATION AUTHORITY

Previous Board Activity & Action

The Board authorized the TRiP Annual Call for Projects for FY25 at its January 23, 2025 meeting.

Identified Need

This agenda item is intended to discuss project applications received under DCTA's Annual TRiP Call for Projects for FY25 prior to award. The total cost of the projects submitted is over $8.22 million with $4.24 million being requested through TRiP funds. The table below displays the amount of TRiP funds remaining, if awarded.

FY25 CALL FOR PROJECTS AVAILABLE FUNDING

	CITY OF DENTON	CITY OF HIGHLAND VILLAGE	CITY OF LEWISVILLE	TOTAL
FY25 TRiP Allocation	**$2,850,934.00**	**$290,561.00**	**$2,826,147.00**	**$5,967,642.00**
FY21-FY24 Cumulative TRiP Program Rollover	$906,969.00	$1,486,924.00	$5,060,473.00	$7,454,366.00
FY21-24 Excess Funds Return from Completed Obligations*	$483,948.54	$0.00	$318,817.75	$802,766.29
FY25 TRiP Pre-Award Obligations	$0.00	$0.00	-$488,351.00	-$488,351.00
FY25 CALL FOR PROJECTS AVAILABLE FUNDING	**$4,241,851.54**	**$1,777,485.00**	**$7,717,086.75**	**$13,736,423.29**

FY25 CALL FOR PROJECTS REQUESTED FUNDING

	CITY OF DENTON	CITY OF HIGHLAND VILLAGE	CITY OF LEWISVILLE	TOTAL
FY25 CALL FOR PROJECTS AVAILABLE FUNDING	**$4,241,851.54**	**$1,777,485.00**	**$7,717,086.75**	**$13,736,423.29**
Colorado Boulevard Multimodal Improvements	$1,000,000.00			$1,000,000.00
Fry Street Multimodal Improvements	$257,902.54			$257,902.54
A-train Rail Trail Extension	$2,500,000.00			$2,500,000.00
Downtown UPRR Quiet Zone Phase II	$483,949.00			$483,949.00
FY25 CALL FOR PROJECTS REMAINING FUNDS	**$0.00**	**$1,777,485.00**	**$7,717,086.75**	**$9,494,571.75**

Submitted By: _____
Karina Maldonado, AICP, Planning Manager

Reviewed By: _____
Austin Frith, Vice President, Planning and Development

Board of Directors Memo

July 24, 2025

AGENDA ITEM: Discuss Updates to the Proposed Fiscal Year (FY) 2026 Operating & Capital Budget and Reserve Policies, and the Long-Range Financial Plan

Recommendation
This item is included for discussion purposes only.

Background
Staff will review edits to the Proposed FY2026 Operating & Capital Budget based on Board feedback from the June Budget Workshop, as well as the Long-Range Financial Plan, Capital Budget and Reserve Policies, and Transportation Reinvestment calculations and recommendation.

Previous Board Activity and Action
At the Board Meeting on June 26, 2025, the Proposed FY2026 Operating & Capital Budget was presented.

Financial Impact
The FY2026 operating budget includes total revenues of $65.7 million, expenses net depreciation of $54.1 million, and capital outlay and major maintenance of $26.1 million.

Exhibits
None.

Submitted By: Jane Filarowicz

Jane Filarowicz, Senior Manager of Budget & Grants

Final Review:

Paul A. Cristina, Chief Executive Officer

Board of Directors Memo July 24, 2025

AGENDA ITEM: Discuss Update on A-train Enhancement Program

Recommendation
This item is for discussion only. No Board action is required.

Background
As reviewed last month, DCTA is progressing through the A-train Enhancement Program in three (3) coordinated phases:

Phase 1 – Curve and Speed Enhancements to reduce trip times and improve reliability.

Phase 2 – Extension to Downtown Carrollton to support system expansion and interregional integration.

Phase 3 – Infrastructure to enable 15-minute headways, increasing capacity and ridership potential.

Through Task Order 1, HW Lochner validated DCTA's track geometry and operating environment using updated field data and AREMA-based modeling. This confirmed that many curve segments are capable of supporting higher speeds with civil upgrades. Final design is complete and construction cost estimates have been developed.

In parallel, staff is refining the scope and cost estimate for preliminary design on the Carrollton extension and 15-minute headway infrastructure.

Use of Time Savings – Operating Scenarios Evaluated
The primary objective of the curve and speed improvement work is to reduce overall travel time along the existing A-train corridor without major capital investment.

Staff and consultants have evaluated three (3) service models for deploying the trip time reductions. Each scenario offers distinct trade-offs in terms of complexity, cost, and strategic impact that will be discussed in the briefing item:

Option 1: Maximize Run Time

Option 2: Maximize Efficiency

Option 3: Maximize Flexibility

Next Steps
With Board direction, staff will proceed with the following actions:

- Finalize construction procurement package for curve/speed improvements
- Coordinate with operations and communications teams on proposed schedule updates
- Return to the Board in August with:

  - Final scope, construction estimate, and work authorization for Curve and Speed enhancements
  - Delivery method recommendation (Design-Bid-Build vs. CMAR or Design-Build) for Downtown Carrollton
- Define Task Order 2 for preliminary design for the Downtown Carrollton extension and 15-minute headway infrastructure
- Define Task Order 3 for Lochner Project Management support for Curve and Speed Improvements
- Define Task Order 4 for Lochner operational modeling of extended A-train service hours between DDTC and Downtown Carrollton

Identified Need
None.

Financial Impact
None. This is a discussion item only.

Exhibits
None.

Submitted By: _____
Austin Frith, Vice President of Planning and Development

Board of Directors Memo July 24, 2025

AGENDA ITEM: Discuss Update on Intermediate Service Plan Phases II and III

Recommendation
This item is for discussion only. No Board action is required.

Background
In May 2024, the Board approved Phase I of the Intermediate Service Plan (ISP), which focused on increasing fixed-route service coverage and frequency in Denton. That phase included 18 new bus stops and adjustments to GoZone service boundaries, resulting in a 58% increase in Connect ridership year-over-year through June FY25.

DCTA is now progressing into Phases II and III, focusing on deeper integration between GoZone and fixed-route services, enhanced university connectivity and efficiency, and the potential for a more robust, singular, efficient, high-frequency fixed route network. This briefing will review those efforts occurring in Phase II and Phase III.

Phase II Implementation – Summer 2025
Phase II began this summer, strategically aligning with the academic calendar. This phase focuses on improving cost efficiency and ridership within university corridors, where overlapping GoZone and fixed-route services currently create inefficiencies.

Key Initiatives:

- Geofence boundary adjustment around UNT Main Campus, Discovery Park, and TWU continue shifting short internal trips toward fixed-route service.
- Updated UNT shuttle routing based on observed ridership
- A-train service options integrated into the GoZone rider app, making multimodal options easier for riders to assess and making transfers more seamless
- GoZone Virtual Stop review
- Microtransit integration into Transit App

Phase III ISP – Expanding Network Coverage and Frequency

Scheduled for implementation in FY26/27, Phase III will provide network analysis to understand economics of moving current trip demand by fixed route versus GoZone. Then, similar to ISP Phase I, staff will provide recommendations, if warranted, to substitute fixed route capacity for GoZone capacity within portions of Denton.

Identified Need
None.

Financial Impact
None. This is a discussion item only.

Exhibits
None.

Submitted By: _____
Austin Frith, Vice President of Planning and Development

Board of Directors Memo July 24, 2025

AGENDA ITEM: Safety, Service, and Ridership Reports – June 2025

Recommendation
This item is for information only. No Board action is required.

Introduction
Attached Exhibits 1-7 provide an overview of total monthly safety, service, and ridership trends across all DCTA services for June 2025.

Monthly Report
In June 2025, DCTA experienced a slight decrease in systemwide ridership compared to May, with total passenger trips down 1.3%. This minor decline is consistent with historical early-summer patterns, as university-related travel remains low during the academic break. While fixed-route and A-train volumes remained consistent with historical trends, GoZone demand held saw a slight decline, expected with our mode shift in Denton from microtransit to fixed-route in ISP implementation areas. Overall, June ridership reflects a seasonal plateau following May's sharper post-semester drop, with no significant deviations from expected summer trends. Preliminary trends suggest that ridership levels may begin to rebound in late summer as students and faculty return to campus, and DCTA staff will continue tracking route-level performance to inform final service adjustments ahead of ISP Phase III analysis and implementation.

Unlinked Passenger Trips Three-Month Trend

	FY24	FY25				
	June	April	May	June	May-June % Change	June 2024-2025 % Change
Bus*	41,890	182,866	67,280	42,445	-36.9%	1.3%
Rail	19,763	25,075	21,072	19,831	-5.9%	0.3%
GoZone	70,283	70,508	70,716	66,214	-6.4%	-5.8%
Access	2,004	2,716	2,620	2,305	-12.0%	15.0%
Van Pool**	21,684	20,814	21,838	22,775	4.3%	5.0%
TOTAL	**155,624**	**301,979**	**183,526**	**153,570**	**-16.3%**	**-1.3%**

*** UNT, Connect, and Non-Connect Fixed Routes**
****Vanpool data lags by one month**

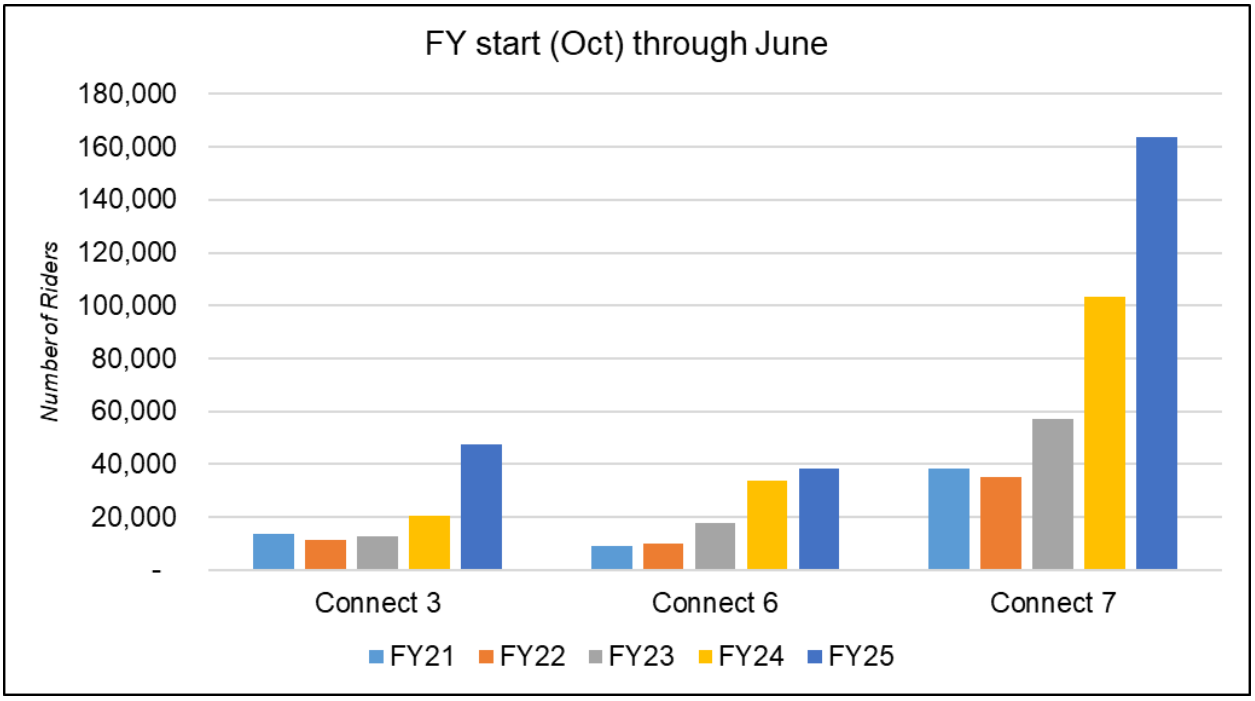
S:\STRATEGIC PLANNING\SERVICE PLANNING & SERVICE DATA\Monthly Board reporting\FY2025\[FY19-FY25Compare_July 25.xlsx]all_modes_historical (Linked)

The following chart below presents a summary view of the overall ridership trend by mode from fiscal year start through June comparison for FY2021 to FY2025.

	Unlinked Passenger Trips - FY through June					FY24-FY25
	2021	2022	2023	2024	2025	
UNT	194,087	751,678	1,046,577	1,268,121	948,770	-25.2%
Connect	153,218	91,367	92,489	157,635	249,502	58.3%
Non-Connect	3,250	10,637	3,084	1,832	1,657	-9.6%
A-train	75,923	129,197	165,519	190,922	207,152	8.5%
GoZone	-	411,971	635,760	651,081	627,763	-3.6%
Access	11,583	16,513	19,122	18,379	22,432	22.1%
Vanpool*	160,533	166,219	176,986	192,725	188,725	-2.1%
TOTAL	598,594	1,577,582	**2,139,537**	**2,480,695**	**2,246,001**	**-9.5%**
***Vanpool data lags by one month**						

S:\STRATEGIC PLANNING\SERVICE PLANNING & SERVICE DATA\Monthly Board reporting\FY2025\[FY19-FY25Compare_July 25.xlsx]all_modes_h

The following chart below presents a summary view of the overall Connect ridership trend by route from fiscal year start through June comparison for FY2021 to FY2025.



Identified Need
None.

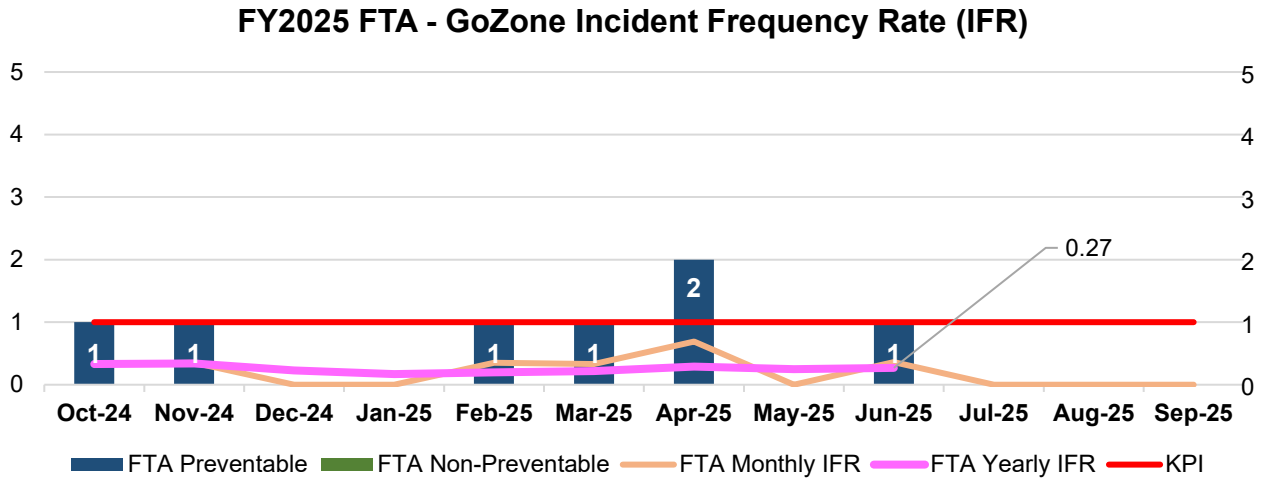
Financial Impact
None.

Exhibits
Exhibit 1: Safety Performance – FY25 to Date
Exhibit 2: Service Performance – FY25 to Date
Exhibit 3: Ridership by Mode – June 2025
Exhibit 4: Connect Ridership Year-Over-Year by Month
Exhibit 5: A-train Ridership Year-Over-Year by Month
Exhibit 6: Fixed-Route Ridership – June 2025
Exhibit 7: UNT Ridership Year-Over-Year by Month

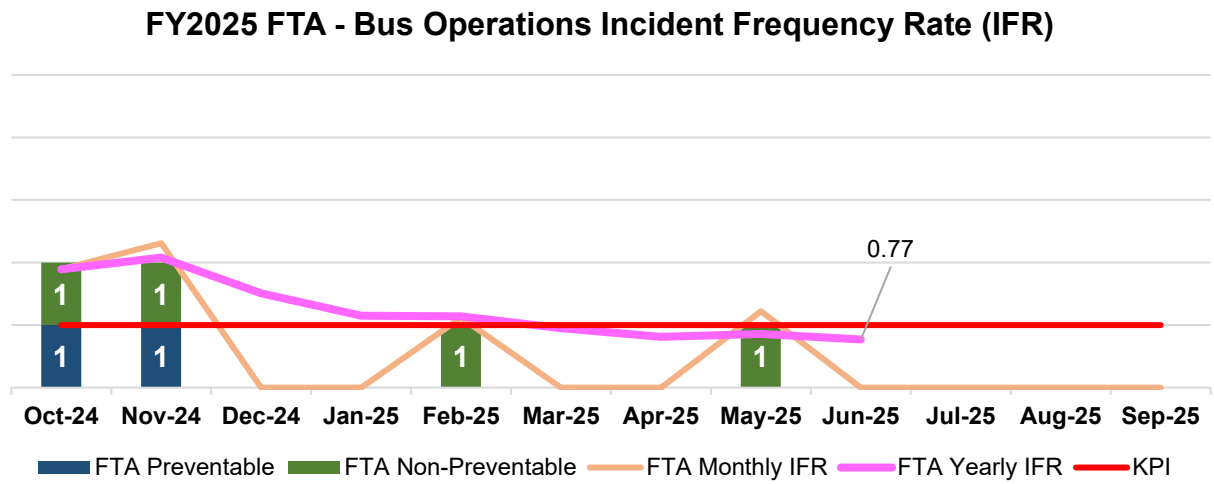
Final Review: _____
Austin Frith, Vice President
Planning and Development

Final Review: _____
Lisa Taylor, Vice President of Operations

SAFETY PERFORMANCE



FY2024 IFR : 0.30

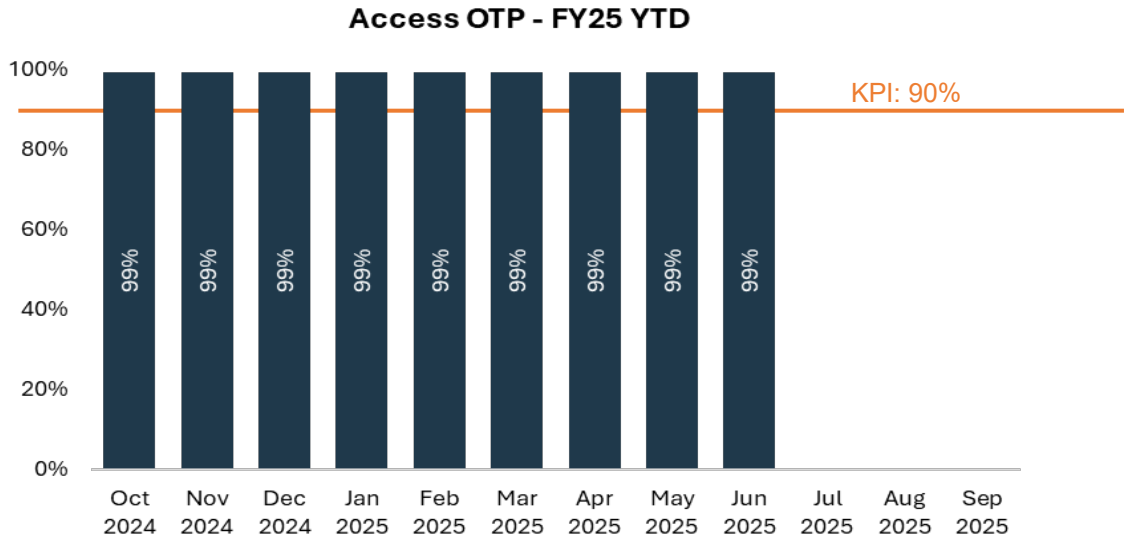


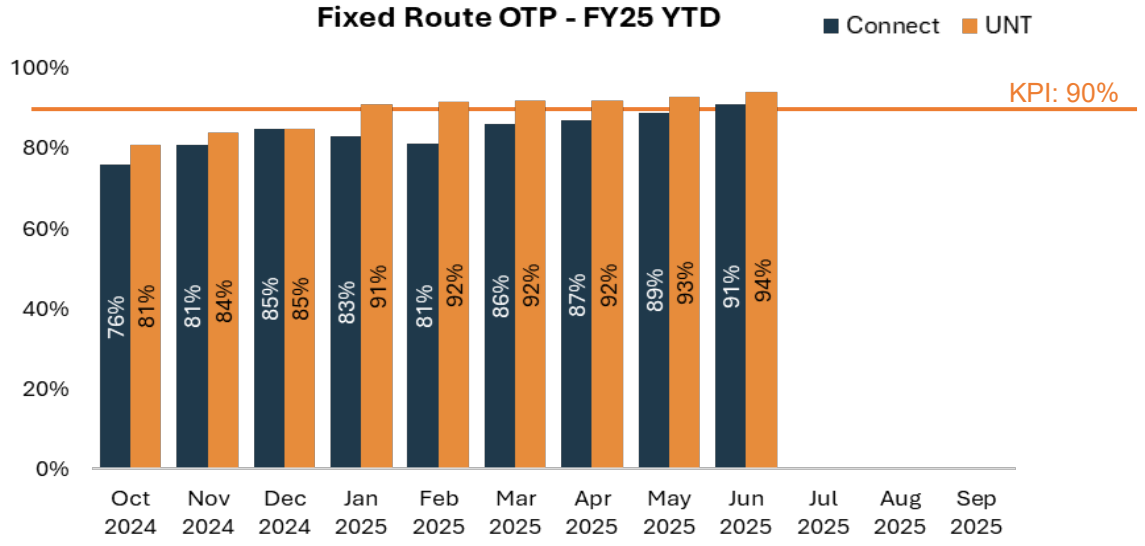
FY2024 IFR : 0.42

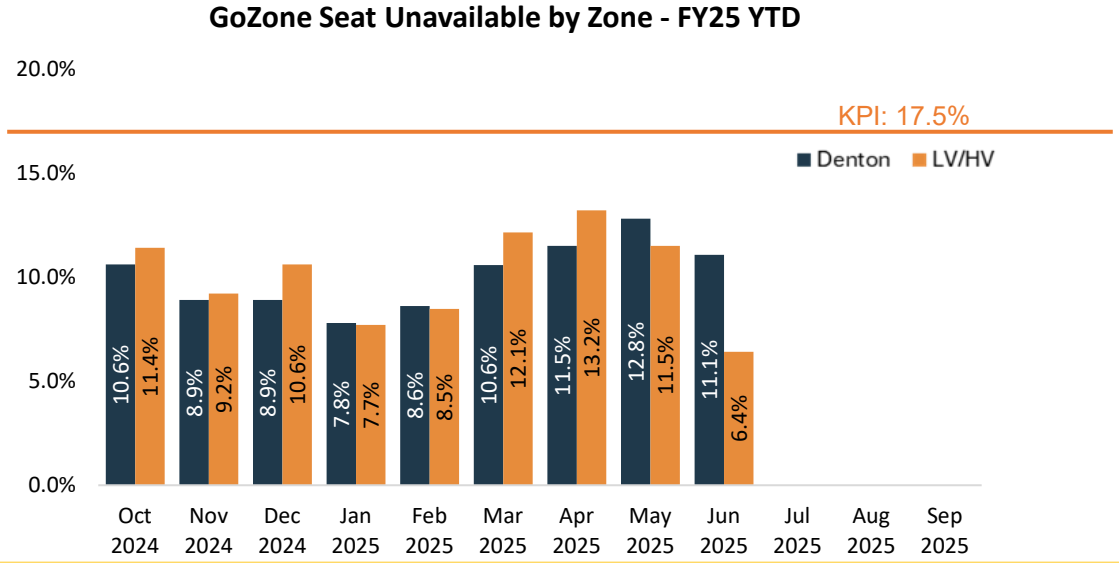
	Rail											
Rio Grande Pacific Operations	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25
FRA Incidents	0	0	0	0	0	0	0	0	0			
FRA Monthly IFR	0	0	0	0	0	0	0	0	0			
FRA Yearly IFR	0	0	0	0	0	0	0	0	0			
FRA Preventable	0	0	0	0	0	0	0	0	0			
FRA Non-Preventable	0	0	0	0	0	0	0	0	0			
FRA Rail Crossing Reportable	0	0	0	0	0	0	0	0	0			

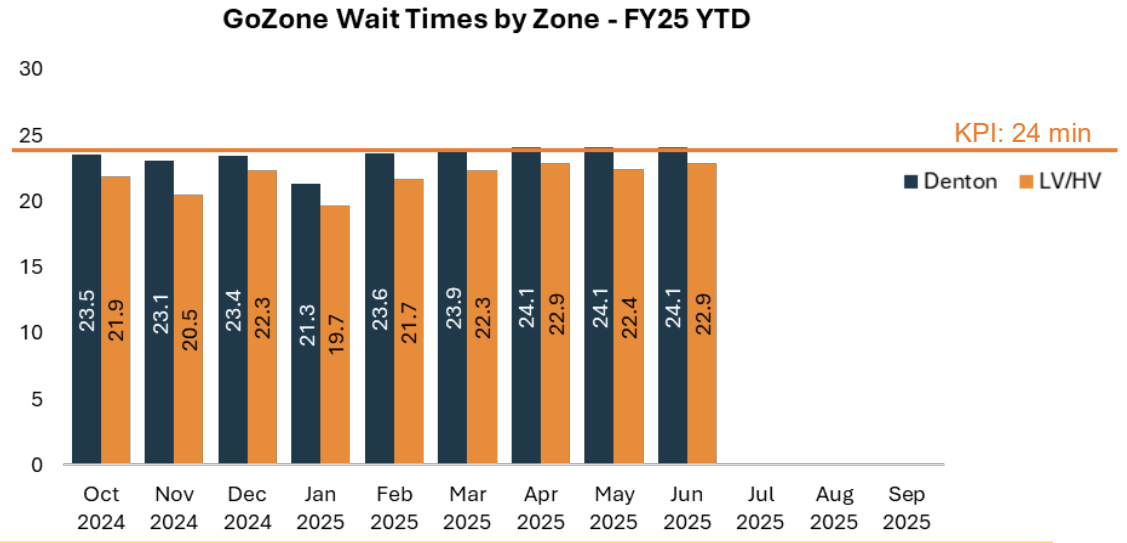
FY2024 IFR : 0.76

SERVICE PERFORMANCE









RIDERSHIP

DENTON COUNTY TRANSPORTATION AUTHORITY

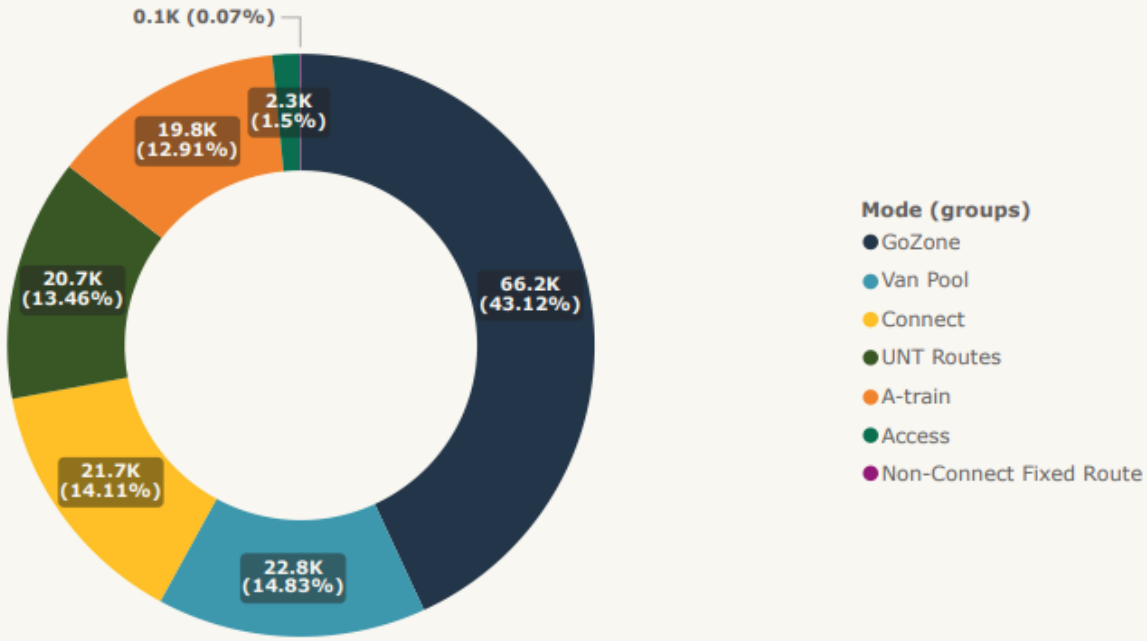
Total Ridership - Jun 2025

153.6K

Total Ridership FYTD

2.2M

Ridership by Travel Mode - Jun 2025



DENTON COUNTY TRANSPORTATION AUTHORITY

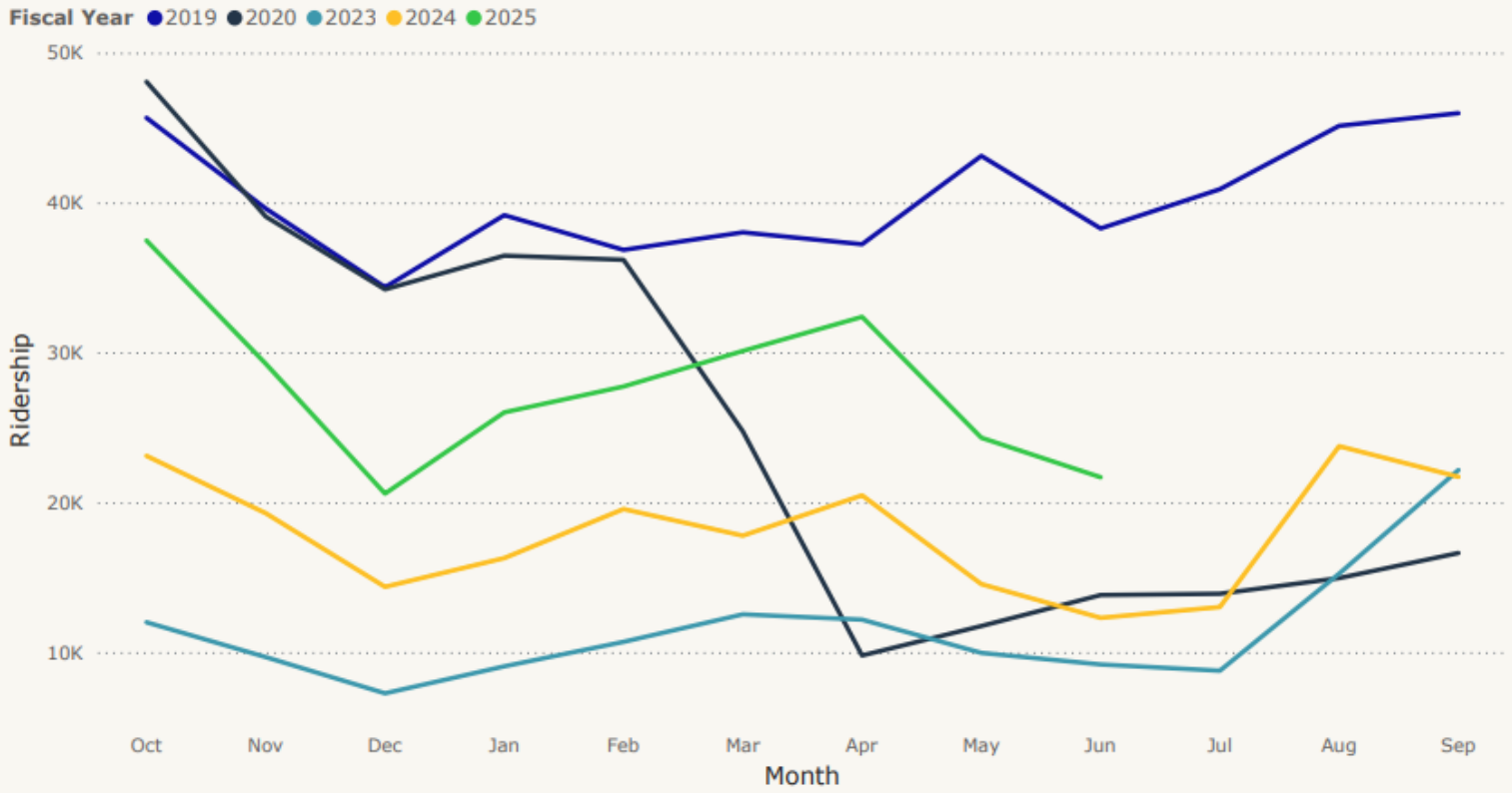
Total Ridership - Jun 2025

153.6K

Total Ridership FYTD

2.2M

Ridership by Month and Fiscal Year - Connect



A-TRAIN

DENTON COUNTY TRANSPORTATION AUTHORITY

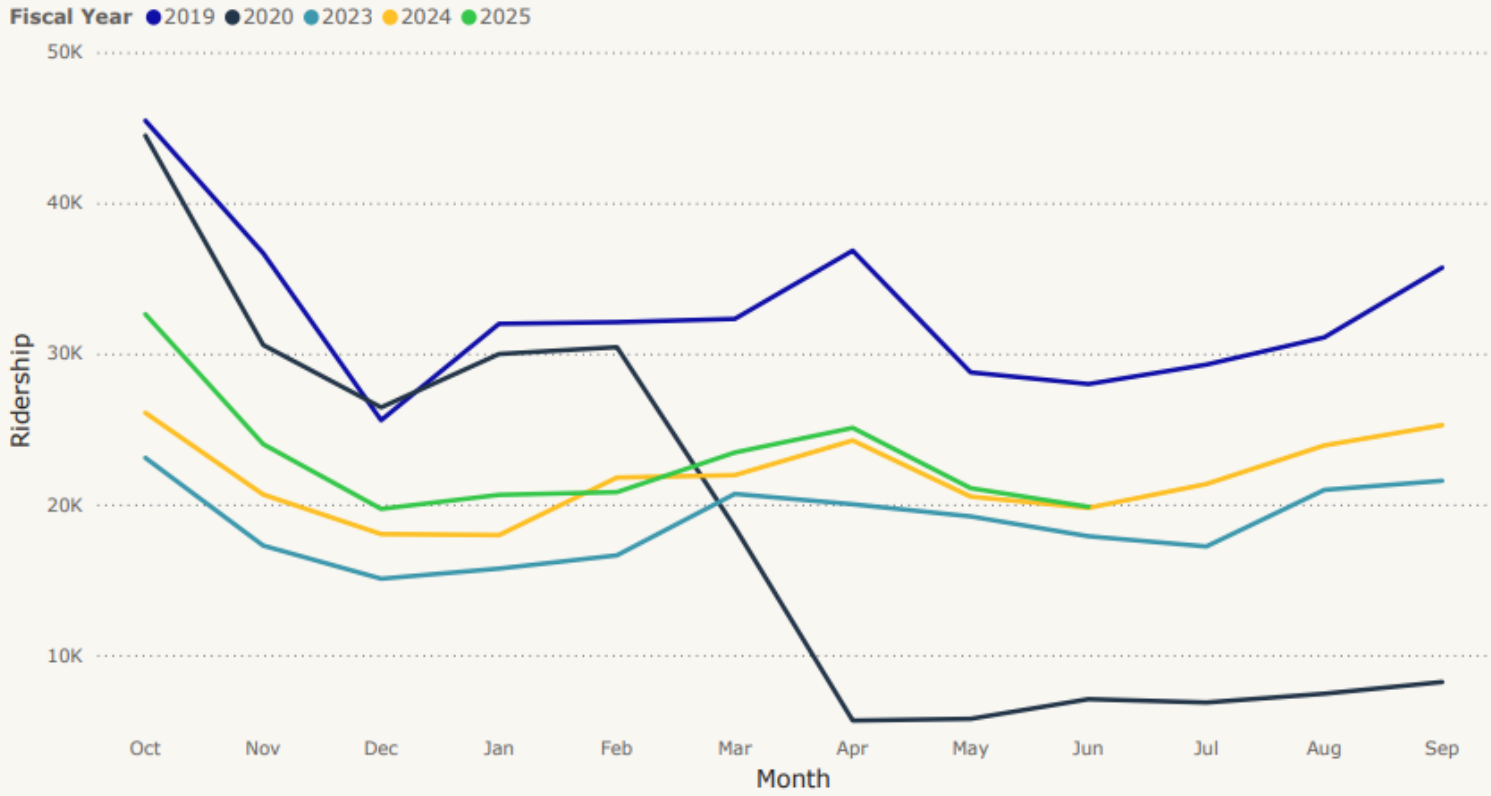
Total Ridership - Jun 2025

153.6K

Total Ridership FYTD

2.2M

Ridership by Month and Fiscal Year - A-train



Fixed Route

DENTON COUNTY TRANSPORTATION AUTHORITY

Total Ridership - Jun 2025

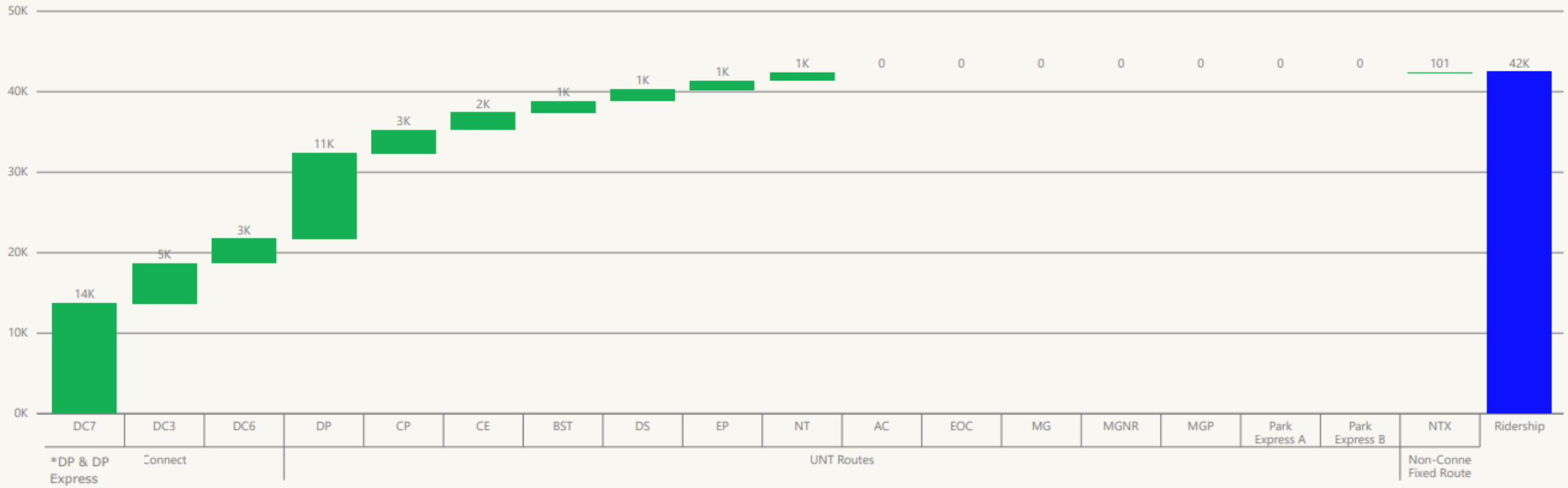
153.6K

Total Ridership FYTD

2.2M

Mode (groups)	Ridership
Connect	21,674
Non-Connect Fixed Route	101
UNT Routes	20,670
Total	**42,445**

Fixed-Route Ridership Waterfall



UNT (ALL)

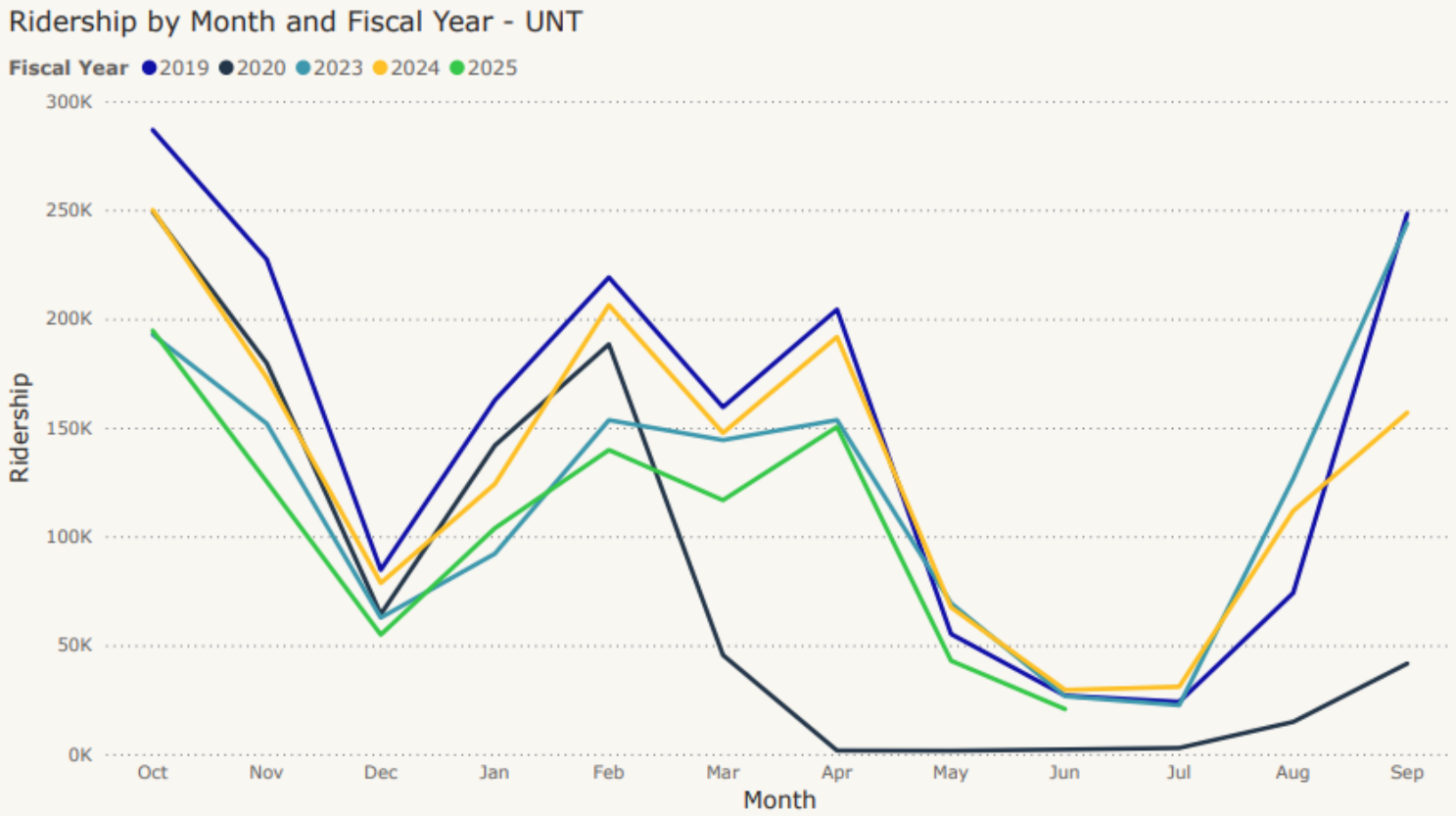
DENTON COUNTY TRANSPORTATION AUTHORITY

Total Ridership - Jun 2025

153.6K

Total Ridership FYTD

2.2M



Board of Directors Memo July 24, 2025

AGENDA ITEM: Provide Update on the Marketing and Communications Program

Recommendation

This is a discussion item only. No action is required.

Background

In February 2024, the DCTA board approved Ruby Media as the Marketing Agency of Record for DCTA. Following contract award, staff onboarded Ruby Media on agency goals and objectives, target audiences, brand messaging, design guidelines, marketing strategies and tactics, performance metrics, and short- and long-term advertising plans to achieve consistent improvement in key areas and to advance the DCTA brand.

These items are essential as we promote our services and engage with our stakeholder communities. Since onboarding, early progress has been made with key projects targeting DCTA customers, brand awareness, and DCTA capabilities.

- **Videos promoting DCTA Services, Employees, and Community Impact:** Featured on DCTA's social channels, these 15- to 30-second clips give customers and stakeholders an inside look at DCTA's capabilities, showcase our dedicated and service-focused staff, and provide a behind-the-scenes view of what goes into delivering safe, reliable transportation for Denton County.

- **New vehicle designs that align with the DCTA brand:** These proposed designs are being shared with you and have a cleaner, more modern look that reflects the brand elements used on the A-train, creating a consistent appearance and brand across the DCTA fleet.

- **Increased Social Media Engagement:** By using videos and highlighting the services DCTA provides to Denton County residents, our social media channels have experienced year-over-year growth in key metrics. These outcomes show that we are creating platforms with engaging content that Denton County residents need and want.

- **Creative Campaign Concepts:** The newly launched A-train “We Do” campaign, featured in out-of-home, print, and digital media, prominently displays the A-train with a strong message that highlights our dedication to meeting the needs of Denton County residents.

Upcoming Initiatives and Plans

In our upcoming advertising plans for DCTA, key focus areas will include generating additional revenue streams for DCTA and building trust with Denton County residents regarding all DCTA transit options across all Member Cities. Our strategy will involve creating targeted campaigns to promote underused services in member cities, aiming to increase trust, awareness, and ridership. Additionally, DCTA will continue to engage the community through public relations efforts to foster stronger connections.

Specific upcoming initiatives include:

- **Ad Revenue Policy and RFQ:** To maximize DCTA assets across Denton County, we will work with a third-party vendor to offer comprehensive services for selling DCTA assets in exchange for revenue that benefits DCTA. The policy will include measures to protect DCTA from unwanted advertisers while establishing a new revenue stream to support DCTA's mission for member cities.

- **Revise DCTA.net Website:** Review and enhance DCTA's website to ensure it offers customers and stakeholders the essential tools and information for a smooth experience with DCTA.

Previous Board Activity & Action
None.

Identified Need
None.

Financial Impact
None.

Exhibits
None.

Submitted By: Randy Evans

Randy Evans, Marketing and Communications Manager

Reviewed By:

Jackie Bronson, V.P., Engagement and Administration