

NTMC BOARD OF DIRECTORS MEETING

Wednesday, October 21, 2020 | 9:00 am

To be held by Video Conference

NOTICE IS HEREBY GIVEN that the members of the NTMC Board of Directors will be meeting via video conference link using Zoom. The meeting will be made available to the public at the following web address:

<https://zoom.us/j/98108240280>

or by joining via telephone by dialing the following number: +1 346 248 7799; Meeting ID: 981 0824 0280

CALL TO ORDER

PUBLIC COMMENT

This agenda item provides an opportunity for citizens to address the Board of Directors on any agenda item(s) or other matters relating to the NTMC. Each speaker will be given a total of three (3) minutes to address any item(s). Anyone wishing to speak shall be courteous and cordial. Any person who wishes to address the Board of Directors regarding any item(s) may do so by utilizing the "raise hand" function of the Zoom meeting at this time. Citizens that are not able to connect to the Zoom meeting must email his or her public comment to bpedron@ntmc.com no later than 3:00 pm on Tuesday, October 20, 2020 to ensure the comment will be read. The Board of Directors is not permitted to take action on any subject raised by a speaker during Citizen Comments. However, the Board of Directors may have the item placed on a future agenda for action; refer the item to the NTMC Officers for further study or action; briefly state existing NTMC policy; or provide a brief statement of factual information in response to the inquiry.

1. CONSENT AGENDA

- a. Approval of Minutes from September 30, 2020 Board Meeting

2. REGULAR AGENDA

- a. Authorize the NTMC President to extend the General Manager Contract with Hendrickson Transportation Group LLC through March 31, 2021
 - Exhibit 1 – Agreement for Transportation System General Manager between NTMC and Hendrickson Transportation Group LLC executed March 26, 2020
 - Exhibit 2 – August 8, 2020 Letter of Extension
- b. Review Monthly Financial Statements for FY2020 Year to Date September 2020
- c. General Manager Report, Hendrickson Transportation Group
 - Exhibit 1 – General Manager Report
 - Exhibit 2 – General Manager Newsletter
 - Exhibit 3 – NTMC Reorganization Plan

d. DCTA Bus Ridership Report

e. NTMC Budget Overview

NEXT BOARD MEETING – The next NTMC Board meeting is scheduled for November 11, 2020 at 9:00 a.m.

3. FUTURE AGENDA ITEMS

NTMC Officers may discuss proposed future agenda items. Board members may request an item(s) to be added to the next Board meeting agenda.

4. CONVENE EXECUTIVE SESSION

The Board may convene the Regular Board Meeting into Closed Executive Session for the following:

- a. The Board reserves the right to go into closed executive session at any time during the meeting pursuant to the Texas Government Code § 551.071(2) to seek confidential legal advice from the Corporation’s attorneys regarding any agenda item listed hereon.

5. RECONVENE OPEN SESSION

Reconvene and Take Necessary Action on Items Discussed during Executive Session.

6. ADJOURN

BOARD MEMBERS:

Dean Ueckert, Chair
Richard Hayes, Vice Chair
Don Combs, Sara Hensley, Raymond Suarez

OFFICERS:

Kristina Holcomb, NTMC President
Nicole Recker, NTMC Vice President
Marisa Perry, NTMC Treasurer
Brandy Pedron, NTMC Secretary

CERTIFICATE – I certify that the above agenda giving notice of meeting was posted on the bulletin board at the Corporation’s offices, which are also the offices of the Denton County Transportation Authority, on 10/16/2020 at 2:06 PM.



Brandy Pedron, NTMC Secretary

Board of Directors Meeting October 21, 2020

SUBJECT: Approval of Minutes from September 30, 2020 Board Meeting

MEETING MINUTES

THE BOARD OF DIRECTORS MEETING

September 30, 2020 | 9:00 am

This meeting was held by Video Conference using Zoom Meetings

The Board of Directors of the North Texas Mobility Corporation convened the Regular Meeting of the Board of Directors with Vice Chair Richard Hayes presiding on September 30, 2020 virtually.

ATTENDANCE

BOARD MEMBERS

Dean Ueckert, Chair
Richard Hayes, Vice Chair
Don Combs
Sara Hensley (departed @ 10:00)
Raymond Suarez

OFFICERS

Kristina Holcomb, President
Nicole Recker, Vice President
Marisa Perry, Treasurer
Brandy Pedron, Secretary

LEGAL COUNSEL

Joe Gorfida

OTHER ATTENDEES

RJ Garza, NTMC General Manager
Mackenzie Armendariz
Rusty Comer
Amanda Riddle
Jennifer Lovelady
Athena Forrester
Amber Karkauskas
Sheri Evridge
Victoria Allen
C. Springer
Gosinaike
Brandi Bird

CALL TO ORDER – *The meeting is called to order by Chair Ueckert at 9:03 am*

PUBLIC COMMENT – *Chair Ueckert read public comments submitted by email from Paula Richardson and Jim Owen.*

[Secretary Pedron finished the comment when Chair Ueckert lost connection at 9:06am.]

1. CONSENT AGENDA

a. Approval of Minutes from August 26, 2020 Board Meeting

- **VOTE:** Vice Chair Hayes called for a unanimous vote on the meeting minutes as presented. The vote was unanimous and the minutes were approved.

2. REGULAR AGENDA

a. Review of Monthly Financial Statements for FY2020 Year to Date - August 2020

- Treasurer Perry updated the Board on the Financial provided in the packet.
- No questions were asked by the Board.

b. Consider Approval of Implementation of COVID Pay for Non-Operators

- Treasurer Perry updated the Board of DCTA Board's budget amendment approval for COVID pay for non-operators.
- **VOTE:** Sara Hensley motioned to approve implementation of COVID Pay for Non-Operators as presented. Don Combs seconded the motion. All signified by saying "I". A roll-call vote was not needed because there were no "no" votes; the "I" vote was unanimous. Chair Ueckert was absent for this vote.

c. Consider Approval of Resolution 2020-N006 Approving FY2020 Budget Revision 2020-N003

- Treasurer Perry presented the Board with the backup information for the item in the packet and the Board discussed and requested going forward budget amendment requested include backup information of the adopted budget and the working budget.
- **VOTE:** Sara Hensley motioned to approve Resolution 2020-N006 Approving FY2020 Budget Revision 2020-N003 as presented. Don Combs seconded the motion. All signified by saying "I". A roll-call vote was not needed because there were no "no" votes; the "I" vote was unanimous. Chair Ueckert was absent for this vote.

[Chair Ueckert returned to the meeting at 9:22am.]

d. Consider Approval of Resolution 2020-N009 Adopting FY2021 Operating Budget

- Treasurer Perry presented the Board with the backup information for the FY2021 Operating Budget. Board discussed, sought clarification and requested that ridership numbers be reported to the Board on a monthly basis.
- **VOTE:** Vice Chair Hayes motioned to approve Resolution 2020-N009 Adopting FY2021 Operating Budget as presented. Don Combs seconded the motion. All signified by saying "I". A roll-call vote was not needed because there were no "no" votes; the "I" vote was unanimous.

- e. General Manager Report, Hendrickson Transportation Group
 - *RJ Garza, GM gave a report which was included in the Board packet.*

- f. NTMC Officer Report
 - *Vice President Recker informed the Board that the DCTA Board made the decision to wait until DCTA's Transformation Initiative is complete before changing the NTMC ILA and holding a second Joint Meeting with the NTMC Board.*

[Sara Hensley left the meeting at 10:00am.]

3. NEXT BOARD MEETING

- *The next Board meeting is scheduled and confirmed for October 21, 2020 at 9:00 am.*

4. FUTURE AGENDA ITEMS

- *Chair Ueckert requested for previous 2 year fixed route ridership data and a modification of budget timeline be presented on a monthly on-going basis.*

5. CONVENE EXECUTIVE SESSION – *The Board did not convene into executive session.*

6. RECONVENE OPEN SESSION – *Not applicable.*

7. ADJOURN – *The meeting was motioned to adjourn at 10:09 am.*

Dean Ueckert, Board Chair

ATTEST:

Brandy Pedron, NTMC Secretary

Board of Directors Memo

October 21, 2020

SUBJECT: Authorize the NTMC President to extend the General Manager Contract with Hendrickson Transportation Group, LLC through March 31, 2021

Background

In February 2020, the North Texas Mobility Corporation's (NTMC) General Manager vacated the position. In order to fill the role quickly, ensure ongoing management of bus operations and maintenance, and provide the Denton County Transportation Authority's (DCTA) board of directors with the necessary time to conduct a service level assessment, it was determined that contracting a General Manager was the best path forward.

On March 25, 2020, the NTMC Board of Directors authorized staff to enter into a six-month agreement with the Hendrickson Transportation Group, LLC for the purpose of rendering advisory and management services through the provision of a General Manager for the operation and maintenance of DCTA owned assets and bus service. The contract terms were for March 26, 2020 through August 26, 2020 at a rate of \$14,300 per month.

On July 22, 2020, the NTMC Board of Directors approved an extension of the existing contract with the Hendrickson Transportation Group, LLC in order to provide the DCTA Board of Directors the time needed to conduct the DCTA Transformation Initiative. The extension was authorized through December 31, 2020 at a rate of \$14,300 per month.

At the September 30, 2020 NTMC board meeting, NTMC officers provided an update from the DCTA board of directors requesting the postponement of further discussion regarding the ILA between DCTA and NTMC, as well as a joint board meeting, for the purpose of completing the DCTA Transformation Initiative and formalizing DCTA's approach to service mode and delivery.

Due to the most recent request of the DCTA Board of Directors, NTMC officers are requesting an additional extension of the agreement between NTMC and the Hendrickson Transportation Group, LLC for advisory and General Manager services through March 31, 2021 at the rate of \$14,300 per month.

Identified Need

The extension of the existing agreement between NTMC and the Hendrickson Transportation Group, LLC will ensure ongoing management of bus operations and maintenance and provide the Denton County Transportation Authority's (DCTA) Board of Directors the necessary time required to complete the DCTA Transformation Initiative and formalize DCTA's approach to service mode and delivery.

Financial Impact

The agreement between NTMC and the Hendrickson Transportation Group, LLC states a rate of \$14,300 per month. The total impact of the extension from January 1, 2021 through March 31, 2021 has a total financial impact of \$42,900 which is included in the FY '21 budget which was approved by the NTMC Board of Directors

and DCTA Board of Directors in September 2020. The extension of the existing agreement will not require a budget amendment.

Recommendation

NTMC officers recommend approving the extension of the agreement between NTMC and the Hendrickson Transportation Group, LLC, for advisory and General Manager services through March 31, 2021 at the rate of \$14,300 per month.

Exhibits

Exhibit 1: Agreement for Transportation System General Manager between NTMC and Hendrickson Transportation Group LLC executed March 26, 2020

Exhibit 2: August 8, 2020 Letter of Extension

Submitted By: 
Nicole Recker, NTMC Vice President

STATE OF TEXAS	§	
	§	AGREEMENT FOR TRANSPORTATION
	§	SYSTEM GENERAL MANAGER
COUNTY OF DENTON	§	

This Agreement for Transportation System General Manager (“Agreement”) is made by and between North Texas Mobility Corporation (“NTMC”) and Hendrickson Transportation Group LLC (“Contractor”), (each a “Party” and collectively the “Parties”), acting by and through their authorized representatives.

Recitals:

WHEREAS, NTMC desires to engage the services of Contractor as an independent contractor and not as an employee in accordance with the terms and conditions set forth in this Agreement; and

WHEREAS, Contractor desires to render advisory and management services by providing a General Manager for the operation and maintenance of the Denton County Transportation Authority (“DCTA”) owned assets and bus service, as set forth in Exhibit “A” attached hereto and incorporated herein, and in accordance with the terms and conditions set forth in this Agreement;

NOW THEREFORE, in exchange for the mutual covenants set forth herein and other valuable consideration, the sufficiency and receipt of which is hereby acknowledged, the Parties agree as follows:

**Article I
Term**

1.1 The Initial Term of this Agreement shall commence on the last date of execution hereof (the “Effective Date”) and shall continue for a period of six (6) months unless sooner terminated as provided herein. Thereafter, NTMC shall have the option to extend the Term of this Agreement on a month-to-month basis.

1.2 NTMC may terminate this Agreement, with or without cause, by giving thirty (30) days prior written notice to Contractor. In the event of such termination, Contractor shall be entitled to compensation for any services completed to the reasonable satisfaction of NTMC in accordance with this Agreement prior to such termination.

**Article II
Contract Documents**

- 2.1 This Agreement consists of the following items:
 - A. This Agreement; and

3.3 Contractor's Responsibilities:

- A. All services rendered by Contractor shall be directly supervised by a senior management executive of Contractor.
- B. The performance of bus operation and maintenance shall be monitored by a senior management executive of Contractor through Contractor's management information system and on-site visits.
- C. All services rendered by Contractor shall be subject to the reasonable supervision and control of NTMC's designated representative.
- D. Contractor shall be solely responsible for all matters relating to payment of its agents and employees, including compliance with social security, withholding, workers compensation, unemployment and all other regulations governing such matters.

**Article IV
Schedule of Work**

Contractor agrees to commence the services upon a Notice to Proceed from NTMC and to complete the required services in accordance with a work schedule mutually established by NTMC and Contractor. Any work performed or expenses incurred by Contractor prior to Contractor's receipt of a Notice to Proceed from NTMC shall be entirely at Contractor's own risk.

**Article V
Compensation and Method of Payment**

5.1 NTMC shall compensate Contractor for services under this Agreement in an amount not to exceed Fourteen Thousand Three Hundred Dollars (\$14,300.00) per month.

5.2 NTMC shall pay Contractor within thirty (30) days of the receipt of a proper invoice provided there are no errors or discrepancies and that all work noted on the invoice has been completed. Any errors, discrepancies or the invoicing of work not completed may result in a delay in payment.

5.3 Contractor shall submit invoices for services rendered under this Agreement to:

**Article IX
Availability of Funds**

If monies are not appropriated or otherwise made available to support continuation of performance in a subsequent fiscal period, this Agreement shall be canceled and Contractor may only be reimbursed for the reasonable value of any non-recurring costs incurred but not amortized in the price of services delivered under this Agreement or which are otherwise not recoverable. The cost of cancellation may be paid from any appropriations for such purposes.

**Article X
Insurance**

Contractor shall provide and maintain for the duration of this Agreement, and for the benefit of NTMC (naming NTMC and its officers, agents and employees as additional insureds), insurance coverage as set forth in Exhibit "B" attached hereto and incorporated herein. Contractor shall provide signed Certificates of Insurance verifying that Contractor has obtained the required insurance coverage for NTMC prior to the Effective Date of this Agreement.

**Article XI
Miscellaneous**

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

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

11.3 Assignment. Contractor may not assign this Agreement in whole or in part without the prior written consent of NTMC. In the event of an assignment by Contractor to which NTMC has consented, the assignee shall agree in writing with NTMC to personally assume, perform, and be bound by all the covenants, and obligations contained in this Agreement.

11.4 Successors and Assigns. Subject to the provisions regarding assignment, this Agreement shall be binding on and inure to the benefit of the Parties to it and their respective heirs, executors, administrators, legal representatives, successors and assigns.

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

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

of any number of copies hereof each signed by less than all, but together signed by all of the Parties hereto.

11.13 Exhibits. The exhibits attached hereto are incorporated herein and made a part hereof for all purposes.

11.14 Indemnification. **NTMC SHALL NOT BE LIABLE FOR ANY LOSS, DAMAGE, OR INJURY OF ANY KIND OR CHARACTER TO ANY PERSON OR PROPERTY ARISING FROM THE SERVICES OF THE CONTRACTOR PURSUANT TO THIS AGREEMENT. CONTRACTOR HEREBY WAIVES ALL CLAIMS AGAINST NTMC, ITS OFFICERS, AGENTS AND EMPLOYEES (COLLECTIVELY REFERRED TO IN THIS SECTION AS "NTMC") FOR DAMAGE TO ANY PROPERTY OR INJURY TO, OR DEATH OF, ANY PERSON ARISING AT ANY TIME AND FROM ANY CAUSE OTHER THAN THE NEGLIGENCE OR WILLFUL MISCONDUCT OF NTMC. CONTRACTOR AGREES TO INDEMNIFY AND SAVE HARMLESS NTMC FROM AND AGAINST ANY AND ALL LIABILITIES, DAMAGES, CLAIMS, SUITS, COSTS (INCLUDING COURT COSTS, ATTORNEYS' FEES AND COSTS OF INVESTIGATION) AND ACTIONS BY REASON OF INJURY TO OR DEATH OF ANY PERSON OR DAMAGE TO OR LOSS OF PROPERTY TO THE EXTENT CAUSED BY THE CONTRACTOR'S NEGLIGENT PERFORMANCE OF SERVICES UNDER THIS AGREEMENT OR BY REASON OF ANY ACT OR OMISSION ON THE PART OF CONTRACTOR, ITS OFFICERS, DIRECTORS, SERVANTS, AGENTS, EMPLOYEES, REPRESENTATIVES, CONTRACTORS, SUBCONTRACTORS, LICENSEES, SUCCESSORS OR PERMITTED ASSIGNS (EXCEPT WHEN SUCH LIABILITY, CLAIMS, SUITS, COSTS, INJURIES, DEATHS OR DAMAGES ARISE FROM OR ARE ATTRIBUTED TO SOLE NEGLIGENCE OF NTMC). IF ANY ACTION OR PROCEEDING SHALL BE BROUGHT BY OR AGAINST NTMC IN CONNECTION WITH ANY SUCH LIABILITY OR CLAIM, CONTRACTOR, ON NOTICE FROM NTMC, SHALL DEFEND SUCH ACTION OR PROCEEDINGS AT CONTRACTOR'S EXPENSE, BY OR THROUGH ATTORNEYS REASONABLY SATISFACTORY TO NTMC. CONTRACTOR'S OBLIGATIONS UNDER THIS SECTION SHALL NOT BE LIMITED TO THE LIMITS OF COVERAGE OF INSURANCE MAINTAINED OR REQUIRED TO BE MAINTAINED BY CONTRACTOR UNDER THIS AGREEMENT. THIS PROVISION SHALL SURVIVE THE TERMINATION OF THIS AGREEMENT.**

CONTRACTOR SHALL INDEMNIFY NTMC FOR ANY FINES AND LEGAL FEES INCURRED BECAUSE EMPLOYEES, AGENTS, OR WORKERS SUPPLIED BY CONTRACTOR ARE NOT AUTHORIZED TO WORK IN THE UNITED STATES.


11.15 Audits and Records. Contractor agrees that during the term hereof NTMC and its representatives may, during normal business hours and as often as deemed necessary, inspect, audit, examine and reproduce any and all of Contractor's records relating to the services provided pursuant to this Agreement for a period of one year following the date of completion of services as determined by NTMC or date of termination if sooner.

EXECUTED this 26th day of March, 2020.

North Texas Mobility Corporation

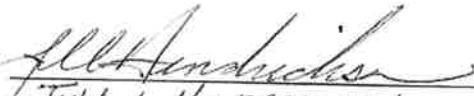
By: 
Kristina Holcomb
President

Approved as to form:

By: 
Joseph J. Gorfida, Jr., General Counsel
(03-20-2020:TM 114475)

EXECUTED this 25th day of MARCH, 2020.

Hendrickson Transportation Group LLC

By: 
Name: JOHN L. HENDRICKSON
Title: PRESIDENT



JOB TITLE: General Manager
DEPARTMENT: Operations
REPORTS TO: Director of Bus Operations
JOB LOCATION: Denton, Texas

LAST REVISION DATE: 11/2019
JOB TYPE: Regular Full-Time
PAY TYPE: Exempt
HOURS: Standard schedule, with nights, weekends, and holidays, when needed

JOB SUMMARY:

Responsible for planning, directing, coordinating, and evaluating the day-to-day activities of bus operations. Provides information, alternatives, and recommendations regarding policy and services. Ensures service is operated in accordance with federal, state, and local regulations and consistent with established policies, procedures, plans, and budgets.

JOB FUNCTIONS:

These duties are a general representation of the position; assignments may vary

- Provides strategic planning and direction to department managers, including administration, operations, maintenance, safety, and customer service.
- Provides leadership and guidance and establishes clear and measurable job expectations and training goals for staff.
- Ensures services are provided within budget and action plans developed and implemented to improve operational efficiencies.
- Assists in the development of the operating and capital budgets and monitors budget adherence.
- Manages financial activities to support transit operations, quality, productivity, and goal attainment.
- Assists with procurements, operational analysis, and service and cost proposals.
- Ensures purchases follow approved policies and procedures.
- Maintains assets including but not limited to vehicles, facilities, inventories, tools, and equipment.
- Assesses resource needs, problems, and trends, and plans accordingly.
- Manages human resources and provides supervision and leadership.
- Drives and supports employee engagement and recognition.
- Oversees labor relations, union procedures and negotiations.
- Investigates, makes, and administers personnel decisions up to and including terminations.
- Develops action plans to ensure customer satisfaction.
- Provides and promotes effective communication with customers.
- Assures a safe working environment.
- Develops policies and procedures in support of operations and administration.

EDUCATION AND EXPERIENCE:

- Bachelor's degree in a related field (technical business, public and/or transportation administration, transportation planning or related field).
- Five (5) years of increasingly responsible supervisory or management experience; preferably in a large public transit setting; or the equivalent combination of education and experience.

PHYSICAL REQUIREMENTS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.

- Prolonged periods sitting at a desk and working on a computer.
- Ability to lift 25 pounds
- Repeated use of sight to read documents and computer screens.
- Repeated use of hearing and speech to communicate on telephone and in person.
- Repetitive hand movements, such as keyboarding, writing, 10-key.
- Work regularly requires using hands to finger, handle or feel and repetitive motions, frequently requires sitting and occasionally requires kneeling, stooping, crouching, standing, walking, reaching with hands and arms, lifting, pushing and pulling.

WORK ENVIRONMENT:

- The noise level in the work environment is usually moderate.
Works indoors / outdoors and in inclement weather conditions such as rain, hail, ice, sleet, and in cold or hot temperatures.

INSURANCE REQUIREMENTS

Contractor shall provide the NTMC a certificate of insurance or a copy of their insurance policy(s) evidencing the coverage and coverage provisions identified herein within ten (10) days of request from NTMC. Contractor shall provide NTMC evidence that all subcontractors performing work on the project have the same types and amounts of coverage as required herein or that the subcontractors are included under the bidder’s policy. Work shall not commence until insurance has been approved by NTMC.

All insurance companies and coverage must be authorized by the Texas Department of Insurance to transact business in the State of Texas and must have a A.M. Best’s rating A- or greater.

Listed below are the types and minimum amounts of insurances required and which must be maintained during the term of the contract. NTMC reserves the right to amend or require additional types and amounts of coverage or provisions depending on the nature of the work.

COMMERCIAL GENERAL LIABILITY:

- Bodily Injury/Property Damage per occurrence\$1,000,000
- General Aggregate\$2,000,000
- Products/Completed Aggregate\$2,000,000
- Personal Advertising Injury per occurrence\$1,000,000
- Fire Damage.....\$100,000
- Medical Expense\$5,000

BUSINESS AUTO LIABILITY

to include coverage for:

- Owned/Leased vehicles
- Non-owned vehicles
- Hired vehicles
- Combined Single Limit\$1,000,000

WORKERS’ COMPENSATION EMPLOYERS’ LIABILITY

to include:

- each accident
- Disease Policy Limits
- Disease each employee
- Statutory Limits per occurrence

Authority project number. Failure to furnish the required certificates of insurance within the time allowed shall not be considered cause for modification of any contractual time limits. All policies of insurance presented, as proof of compliance with the above requirements shall be on forms and with insurance companies approved by NTMC. All such insurance policies shall be provided by insurance companies having a Best's rating of A-VI rating or greater as shown in the most current issue of A.M. Best's Key Rating Guide. Policies of insurance issued by insurance companies not rated by Best's or have a Best's rating lower than A-VI will not be accepted as complying with the insurance requirements of the Contract unless such insurance companies are approved in writing prior to the award of the Contract. Certificate of Insurance shall contain transcripts from the proper office of the insurer, evidencing in particular those insured, the extent of the insurance, the location, and the cancellation clause as required below.

NO LAPSE OR CANCELLATION:

Contractor and any subcontractor shall not cause any insurance to be canceled nor permit any insurance to lapse. All insurance policies shall include a clause to the effect that the policy shall not be canceled, reduced, restricted, or limited until thirty (30) days after NTMC has received written notice. In the event of cancellation or lapse of insurance, Contractor shall notify NTMC immediately and unless otherwise directed by NTMC, shall cease work until evidence of acceptable insurance coverage is supplied to NTMC.

BREACH:

Failure to maintain insurance coverage as required herein shall constitute a material breach and default.

Brandy Pedron NTMC

Subject: Letter of Extension: Agreement for Transportation Systems General Manager with Hendrickson Transportation Group

From: John Hendrickson <john.hendrickson@trusthtg.com>

Sent: Saturday, August 8, 2020 10:59 AM

To: Geraldine Osinaike <gosinaike@dcta.net>

Subject: RE: Agreement for Transportation Systems General Manager with Hendrickson Transportation Group

Hello Ms. Osinaike,

HTG will continue as agreed. Please let me know if you need anything additional.

Sincerely,

John L. Hendrickson



JOHN L. HENDRICKSON
President

P.O. Box 2023, Waco, Texas 76703
254.405.4200
trusthtg.com
Providing Access to Opportunity!

Sent from [Mail](#) for Windows 10

From: [Geraldine Osinaike](#)

Sent: Tuesday, August 4, 2020 2:08 PM

To: [John Hendrickson](#)

Subject: Agreement for Transportation Systems General Manager with Hendrickson Transportation Group

Good afternoon,

In reference to: Agreement for Transportation Systems General Manager

NTMC desires to continue on a month to month basis per Section 1.1 of the Agreement at the rate of \$14,300.00 per month. Please confirm per an email, that Hendrickson Transportation Group will continue the services as stated. Let me know if you have any questions.

Thank you

Geri Osinaike, CPPO, CPPB
Procurement Specialist
Denton County Transportation Authority
Tel: 972-316-6108
Fax: 972-221-4601
E-mail: gosinaike@dcta.net



Board of Directors Memo

October 21, 2020

SUBJECT: Monthly Financial Statements for FY2020 Year to Date September 2020

Over the past three weeks, technical issues on the part of DCTA's cloud vendor caused unexpected outages to the financial software platform, resulting in delays in the month-end close process. The NTMC Financial Statements for the fiscal year to date September 2020 will be sent out under separate cover when available.

Board of Directors Meeting October 21, 2020

SUBJECT: General Manager Report, Hendrickson Transportation Group

Exhibit 1 – General Manager Report

Exhibit 2 – General Manager Newsletter

Exhibit 3 – NTMC Reorganization Plan



General Manager's – Board of Director's Bi-Weekly Report

(October 15, 2020)

EXECUTIVE SUMMARY

Reorganization Implementation: 85% Completed

The NTMC Interim General Manager has begun implementation of the non-operator reorganization PLAN and will carry it out as required in a reasonably organized manner. As mentioned in the Executive Summary, the objectives of the PLAN are to maximize each employee's work contributions, reduce the Full Time Equivalent (FTE) number of employees previously required with the level of services before the COVID-19 pandemic, maximize efficiencies, organize employee roles and responsibilities, reduce the impact of the current budget, and strengthen the overall day-to-day workforce plan. This plan was developed to assure NTMC staffing levels meet the required service demands and continues to offer room for growth. Please refer to the NTMC non-operator Reorganization Plan summary included in your packet.

- Two (2) employees thus far have declined to accept position offers
- An Assistant General Manager has been appointed
- A Senior HR Specialist has been appointed
- Facilities Mgr. acquired Service Attendants along with Custodial Staff
- Access Dispatching and Fixed Route Dispatching is now a shared responsibility (cross-training requirements)
- Training & Road Supervisor – Pending implementation
- Lead Road Supervisor – Pending implementation
- Road Supervisors (3) – Pending implementation

Non-Operator Vacancy Positions

- Shop Foreman – Final interviews scheduled for week of 10/13; plan to extend offer the week of 10/19
- Lead Dispatcher (2) – One (1) position has been filled with an internal candidate
- Data Assistant – Final interviews completed; plan to extend off the week of 10/13
- Dispatchers (2) - One (1) position has been filled with an internal candidate

Training New Hires: Dispatcher and two (2) Operators

Scheduling training requirements and materials for new hires is an important part of NTMC's plan in providing new hires a thorough insight of their required day-to-day responsibilities. Their success is our success so it's critical that they feel well trained before starting their new role with NTMC.



The Solution

Our training program begins with an orientation overview, a new hire packet, PowerPoint presentations, a staff handbook, a tour of the facility, and an outline of federal regulatory requirements. This program is a group effort in providing new hires all they need to know. The training assists with helping them understand the policies and procedures, the organizational culture, route familiarity, and most importantly providing excellent customer service.

DCTA & NTMC: Joint Management Meeting

A joint management meeting has been established to provide responsiveness and collaborative dialogue regarding the bus operations and maintenance business. This meeting will be held regularly with Nicole Recker, Troy Raley, Rusty Comer, John Hendrickson, and RJ Garza.

The Solution:

Jointly the Management Group exchanged discussions regarding upcoming events, reporting guidelines, safety measures, bus operations, fleet maintenance, staffing, and future impacts.

Progress Update:

- Reviewed and discussed staffing requirements and non-operator reorganization plan
- Reviewed GM Master Plan of Standard of Operating (SOP) development for each division of the organization.
- Discussed Daily Duties per position revision request from Contract Mgr. – Deadline will need to be extended 11/30
- Discussed Open Operator Positions – Target: 87 / Current Level: 86
- DCTA will provide GORrequest and marketing training for Customer Service Manager
- Discussed status of units 1260 and 1866 (insurance)
- Discussed revising the Kronos Advanced Scheduler (payroll software) – ticket opened with Kronos to resolve
- Discussed month-end reporting
- Discussed Triennial Review preparation
- Discussed incomplete construction driveway repair near fuel island

Other Focus Points

- Weekly Managerial Staff Leadership Meetings;
- Increase the line of communication among all employees; and union officials;
- Establishing a new culture that encourages Team effort, Trust, Respect, and Accountability;
- Continue to provide employees necessary Personal Protective Equipment (PPE) to minimize exposure in our fight against COVID-19, tracking the issuance of masks to passengers;
- Monitoring concrete repairs near fuel island;
- The curtains in buses for COVID-19 prevention are being replaced this month

Robert J. Garza, “RJ”
Interim General Manager



BUILDING A WORLD-CLASS TRANSIT SYSTEM!

Together we can build a world-class transit system; however, I can not do this task alone. I need your help. Everyone has an important function to carry-out throughout each workday at NTMC.

I ask for your commitment to this great effort. The success of the organization requires all of us to do our part. Do the best job you can to provide the mobility access opportunity for our community and all our customers.

I respect each of you and I'm proud to be a part of the NTMC team. Thank you for making NTMC a better place to work.

I would like everyone to join me in developing a new NTMC culture that encourages all employees to work united as a TEAM, TRUST each other, RESPECT each other, and hold each other ACCOUNTABLE in a positive manner.

CONTACT

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RJ INTERIM GENERAL MANAGER

COMMUNICATION ANNOUNCEMENT

Welcome Aboard!

Dispatcher- Anthony Peters

Operator – Tamara Collier

Operator – Ricky Addis

I'm pleased to announce we have new NTMC team members. Welcome back Anthony Peters. Tamara and Ricky great to have you join our team.

Please join me in congratulating the following staff:

- Ms. Louise Francois in her new appointment as Assistant General Manager and will direct the Operations, Safety & Training, and the Customer Service departments.
- Ms. Cameron Springer in her new appointment as Senior HR Specialist and will direct the NTMC HR department.
- Mr. Joe Grissom, Facilities Mgr. will oversee Custodial & Service Attendant staff

Reorganization Update: Several employees are now challenged with new enhanced responsibilities and roles. I'd like to personally thank them for accepting this challenge and it will be exciting to see how they will use their professional skills and abilities to boost their respected department.

SANITIZING & DISINFECTING



- We are tightening up air-travel (out-of-state or country) requests for all employees. If you choose to travel by air you will be required to use self-quarantine precaution upon your return, incase becoming in contact with COVID-19, for five (5) calendar days. Please coordinate with management when planning travel.
- All vehicles and facilities are thoroughly cleaned, sanitized, and disinfected. Special thanks to our Service Attendants and Janitorial Crew.
- Hand sanitizers have been installed on all revenue units.
- Signages have been posted on all vehicles; to reinforce the use of masks by our passengers and encouraging social distancing. Operators will be able to point to the sign so customers can be aware.
- All curtains in vehicles are being replaced as required.
- We encourage everyone to continue to use good health practices to prevent the spread of this unwanted virus.

NTMC Non-Operator Reorganization Plan FY-2021



OCTOBER 2020

North Texas Mobility Corporation (NTMC)
Authored by: Robert J. Garza
Interim General Manager



Restructuring Briefing to the NTMC Board of Directors

I. INTRODUCTION

Executive Summary

The objectives of such a plan are to maximize each employee's work contributions, reduce the Full Time Equivalent (FTE) number of employees previously required with the level of services before the COVID-19 pandemic, maximize efficiencies, organize employee roles and responsibilities, reduce the impact of the current budget, and strengthen the overall day-to-day workforce plan. This plan was developed to assure NTMC staffing levels meet the required service demands and continues to offer room for growth.

This Workforce Restructuring Plan (PLAN) covers the North Texas Mobility Corporation (NTMC) as required by the Interlocal agreement between Denton County Transportation Authority (DCTA) and the North Texas Mobility Corporation (NTMC). The PLAN establishes the general framework within which any restructuring of the workforce at the North Texas Mobility Corporation (NTMC) would be implemented. The NTMC General Manager will carry out the PLAN as required in a reasonably organized manner. Further modifications to the PLAN may be made if circumstances require but will be implemented within the approved budget structure.

As mentioned in detail below, the objective of this PLAN is to minimize the impact of restructuring on affected employees and the provided services, to the extent practicable with available funding through:

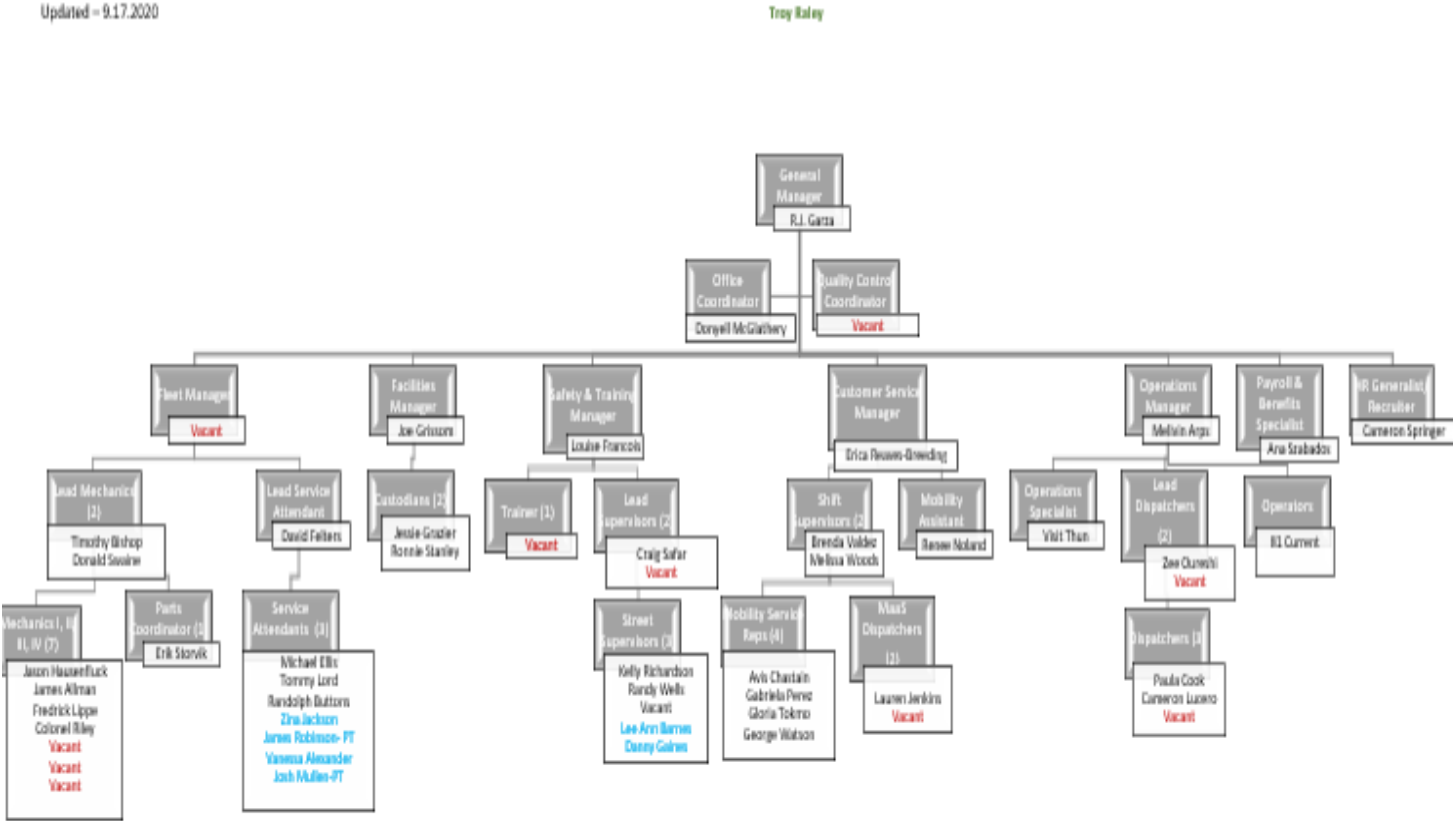
- Reassignment to jobs open within each respective department where employees can perform the work required.
 - Reassignment offers – employees will be given a five (5) day grace period to accept or reject an offer
 - Rejecting an offer will result in an employee's decision to resign.
- Retraining assistance for internal job opportunities.
- Rehiring will be required for any voluntarily separated employees not willing to accept reclassification offers.

II. ORGANIZATIONAL CHART

The organizational chart illustration below is the current structure FY20.



Organizational Chart
Updated - 9.17.2020



DCTA/NTMC Workflow:

- Troy Raley → Oversight of NTMC Contract/General Manager with Assistance from DCTA Program Managers
- DCTA Program Manager → Oversight of Assigned Department

Performance Issues:

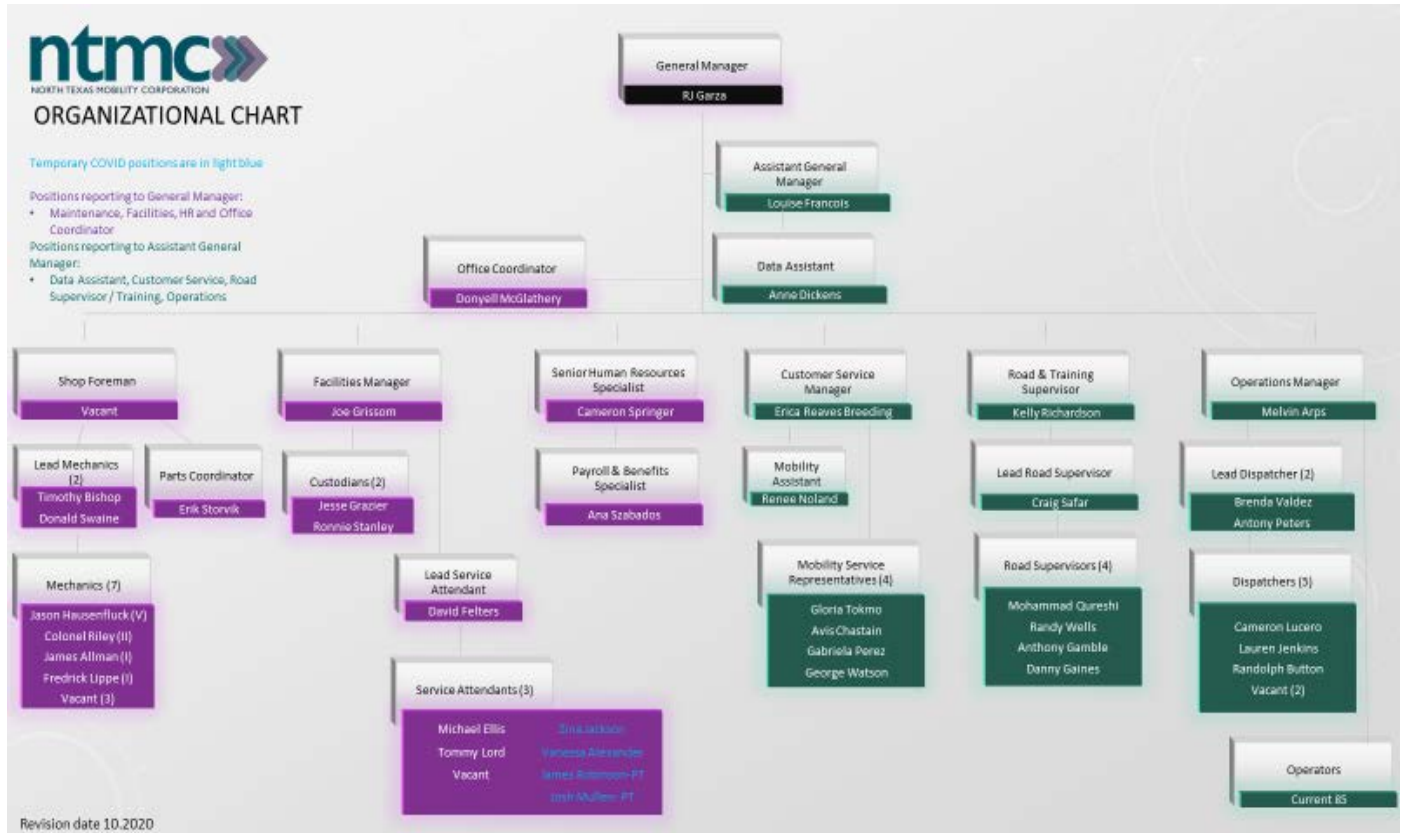
- DCTA Program Manager → Department Head (attempt to address issue) → Troy Raley / RJ Garza (escalated personnel management)

Temporary COVID positions are in light blue

Permanent open positions are in red

NEW ORGANIZATIONAL CHART FY21

Note: The proposed organizational chart below shows employment as of October 1, 2020.



ORGANIZATIONAL CHART COMPARISONS

Four (4) FTE positions will be eliminated from the organization structure and have been highlighted in blue below.

- Quality Control Coordinator – responsibilities assigned to Customer Service Manager and Office Coordinator
- Operations Specialist – responsibilities assigned to Data Assistant.
- Two (2) Customer Service Lead Shift Supervisors – responsibilities assigned to Dispatchers

The “*” indicated positions impacted by the PLAN. Note that temporary positions are not budgeted as FTEs, but rather covered via CARES Act funding for the specific purpose of addressing the agency’s COVID-19 precautionary needs.

FY20 – Employee Roster	FY21 – Employee Roster
Administration (5 FTEs) 1 – General Manager 1 – Quality Control Coordinator (*Removed) 1 – Office Coordinator	Administration (6 FTEs) 1 – General Manager 1 – Assistant General Manager (*Position Reclassified)

1 – Payroll & Benefits Specialist 1 – HR Generalist Recruiter	1 – Office Coordinator 1 – Payroll & Benefits Specialist 1 – Senior HR Specialist (<i>*Position Reclassified</i>) 1 – Data Assistant (<i>*New Position</i>)
Maintenance – Fleet Repair (11 FTEs) 1 – Fleet Manager 2 – Lead Mechanics 7 – Mechanics 1 – Parts Coordinator	Maintenance – Fleet Repair (11 FTEs) 1 – Shop Foreman (<i>*Position Reclassified</i>) 2 – Lead Mechanics 7 – Mechanics 1 – Parts Coordinator
Facilities (3 FTEs) and Service Attendants (4 FTEs / 2 Temp FTEs / 2 Temp PTEs) 1 – Facilities Manager 2 – Custodians 1 – Lead Service Attendant 3 – Service Attendants (1 - assists with custodial) 2 – Temporary FT Service Attendants (not budgeted) 2 – Temporary PT Service Attendants (not budgeted)	Facilities (3 FTEs) and Service Attendants (4 FTEs / 2 Temp FTEs / 2 Temp PTEs) 1 – Facilities Manager 2 – Custodians 1 – Lead Service Attendant 3 – Service Attendants (1 - assists with custodial) 2 – Temporary FT Service Attendants (not budgeted) 2 – Temporary PT Service Attendants (not budgeted)
Operations (7 FTEs / 1 Temp FTE) 1 – Operations Manager 2 – Lead Dispatchers 3 – Dispatchers (Fixed Route) 1 – Temporary Dispatcher (not budgeted) 1 – Operations Specialist (<i>*Removed</i>)	Operations (8 FTEs) 1 – Operations Manager 2 – Lead Dispatchers 5 – Dispatchers (Fixed Route and Demand Response) (<i>*Increase of FTEs transferred from shift supervisor positions</i>)
Safety (7 FTEs / 2 Temp FTEs) 1 – Safety and Training Manager (<i>*Position Reclassified</i>) 1 - Trainer 2 – Lead Street Supervisors 3 – Street Supervisors 2 – Temporary Street Supervisors	Safety (5 FTEs / 1 Temp FTE) 1 – Road and Training Supervisors 1 - Lead Road Supervisor 3 – Road Supervisors 1 – Temporary Road Supervisor (<i>*Decrease of 1 temporary employee, hired as an Operator</i>)
Customer Service (10 FTEs) 1 – Customer Service Manager 1 – Mobility Assistant 2 – Shift Lead Supervisors (<i>*Removed</i>) 2 – Access Dispatchers 4 – Mobility Service Representatives	Customer Service (6 FTEs) 1 – Customer Service Manager 1 – Mobility Assistant 4 – Mobility Service Representatives (<i>*Decrease of 4 FTEs</i>)
Total Non-Operator 47 – FTEs 5 – Temp FTEs 2 – Temp PTEs	Total Non-Operator (excluding temporary's) 43 – FTEs 3 – Temp FTEs 2 – Temp PTEs

III. ADMINISTRATIVE WORKFORCE

The General Manager (GM) will continue to oversee all NTMC divisions. The GM will share three (3) divisions with the Assistant General Manager (AGM), including Operations, Road and Training, and Customer Service.

The GM will directly oversee three (3) NTMC divisions, including Maintenance Repair, Facilities Management, and Human Resource Management.

The Assistant General Manager position will be a promotion. The current Safety and Training Manager has been already assisting in this capacity by overseeing three (3) divisions due to recent transitions. The divisions color-coded in **green** (see new organizational chart) are the areas this position will assist the General Manager to oversee. Special leadership and managerial development will be provided by the General Manager to help enhance the skills and abilities required of the Assistant General Manager position.

The Quality Control Coordinator (QCC) vacancy position has been combined with the recently hired Customer Service Manager position. Since the QCC was vacant there is no need for any further action. However, a newly revised job description was created (see attached revised job descriptions) to assure we continue to monitor and provide quality control for our customer's needs. Since the QCC primarily focused on customer complaints and communications, it made sense to merge the two positions' responsibilities.

The Senior Human Resource Specialist is a promotion. The current General HR Specialist will be charged with supervising the HR Payroll & Benefits Specialist, train staff on payroll, and will assist the GM with assuring administrative, disciplinary, documents, filing, and related labor reports are consistent throughout the agency (see attached revised job descriptions).

IV. MAINTENANCE FLEET REPAIR

The vacant Maintenance Manager will be reclassified to a Shop Foreman position. As mentioned in the previous GM Bi-Weekly report the Shop Foreman and one (1) mechanic vacancy has been posted internally and externally. According to NTMC officers, history reveals this position has been a challenge to fill. This may be due to market competition. Nevertheless, we are making a strong effort to advertise the position and hire as promptly as possible. One (1) mechanic vacancy will remain in the budget. Once the Shop Foreman position is filled, we will allow this person the opportunity to make an assessment to determine staffing level requirements per shift and to assure proper opening and closing procedures are followed. We currently have one (1) highly skilled mechanic as our opener, one (1) lead mid-day and one (1) lead closer.

V. FACILITIES AND SERVICE ATTENDANTS

The Facilities Manager will be assuming more responsibilities to oversee the day-to-day activity of the Service Attendant personnel and the facilities custodial personnel. Since the two (2) divisions are required to provide cleaning type responsibilities it makes sense to merge the two (2).

VI. OPERATIONS AND SAFETY TRAINING

The principal change in operations is reclassifying the current Access Dispatch and a vacancy to Dispatcher and eliminating the two (2) Shift Supervisors positions from the budget who were previously assigned at the DDTC. These positions will be merged with the fixed-route dispatchers and will be crossed-trained to learn dual

responsibilities. They will be primarily assigned to an AM and PM schedule for demand response but will be stationed in the operations dispatch area next to fixed-route dispatch. Due to the limited level of services, all dispatchers will be able to do dual roles once fully trained. Operations will have sufficient coverage with a more efficient way of conducting transportation dispatching and scheduling. The team will be challenged at first but will soon see the improved enhancements that will complement fixed-route and demand response.

One (1) Lead Street Supervisor will be reclassified to Road and Training Supervisor.

VII. CUSTOMER SERVICE

The Customer Service Manager (CSM) has dual responsibilities now with the recent merger of the Quality Control Coordinator; however, the CSM will no longer be required to oversee the dispatching piece of mobility services. Those positions will be merged with the operations dispatch team as mentioned in section VI. The long-term plan will be to develop the CSM to be able to transition into a higher managerial role when an opportunity arises.

The four (4) Mobility Service Representatives (MSR) will continue in their current roles; however, additional administrative duties and reporting will be required. They will continue to receive incoming Call Center calls and address customer requests. This will include providing route direction, next bus location, approximate time of arrival, explaining delays, taking ADA client reservations, scheduling, and assisting at the lobby counter.

VIII. POSITIONS IMPACTED

ELIMINATED POSITIONS

- 1 – Quality Control Coordinator (vacancy position; responsibilities have been merged with Customer Service Manager;
- 1 – Operations Specialist (employee in this position declined the reclassification to Dispatcher position and voluntarily resigned;
- 2 – Shift Lead Supervisors (employees in this position have been offered a Dispatcher position)

NEW POSITION

- 1 – Data Assistant

RECLASSIFIED POSITIONS

- 1 - Assistant General Manager (Safety & Training Manager – reclassified)
 - Safety & Training Manager – will be reclassified to Assistant General Manager and will now share three (3) divisions with General Manager oversight.
- 1 – Shop Foreman (Maintenance Manager – reclassified)
- 1 – Senior HR Specialist (HR Generalist & Recruiter – reclassified)
 - HR Generalist / Recruiter - will be reclassified to Senior HR Specialist and will now have overall HR oversight to include payroll & benefits

- 1 - Road & Training Supervisor (Lead Street Supervisor – reclassified)
- 1 – Lead Road Supervisor (Lead Street Supervisor – reclassified)
- 1 – Road Supervisors (Street Supervisors – reclassified)

MOVED POSITIONS

- 2 - Dispatchers (Shift Supervisor moved to Dispatcher positions)
- 1 – Access Dispatcher (moved to dispatcher position)
- 2 – Access Dispatchers (employee will have dual responsibility offer; one (1) Access Dispatcher vacancy position will be reclassified as Dispatcher for FR & DR)
- 1 – Lead Street Supervisor (will be offered a reclassification as Road and Training Supervisor)
- 1 – Remaining Street Supervisors will be reclassified as Road Supervisor positions (title change and updated job description only)

IX. FINANCIAL IMPACT

Position	FY '21 Budget (salary + benefits)	Savings/Cost (salary + benefits)
Subtotals	Active Positions - \$510,921.14	Active Positions - \$365,951.68
OVERALL PROJECTED SAVINGS		\$129,051.46

The overall projected savings is approximately \$129,000 with the reorganizational structure PLAN. However, the General Manager will be monitoring operational performance along with service level demands and reserves the right to utilize the projected savings to ensure appropriate workforce operations moving forward.

X. CONCLUSION

In conclusion, the PLAN establishes the general framework within which any restructuring of the workforce at the North Texas Mobility Corporation (NTMC) would be implemented. The NTMC General Manager has begun implementation and will carry out the PLAN as required in a reasonably organized manner. Further modifications to the PLAN may be made if circumstances require but will be implemented within the approved budget structure.

Board of Directors Meeting

October 21, 2020

SUBJECT: DCTA Bus Ridership Report

DCTA TWO-YEAR RIDERSHIP TRENDS

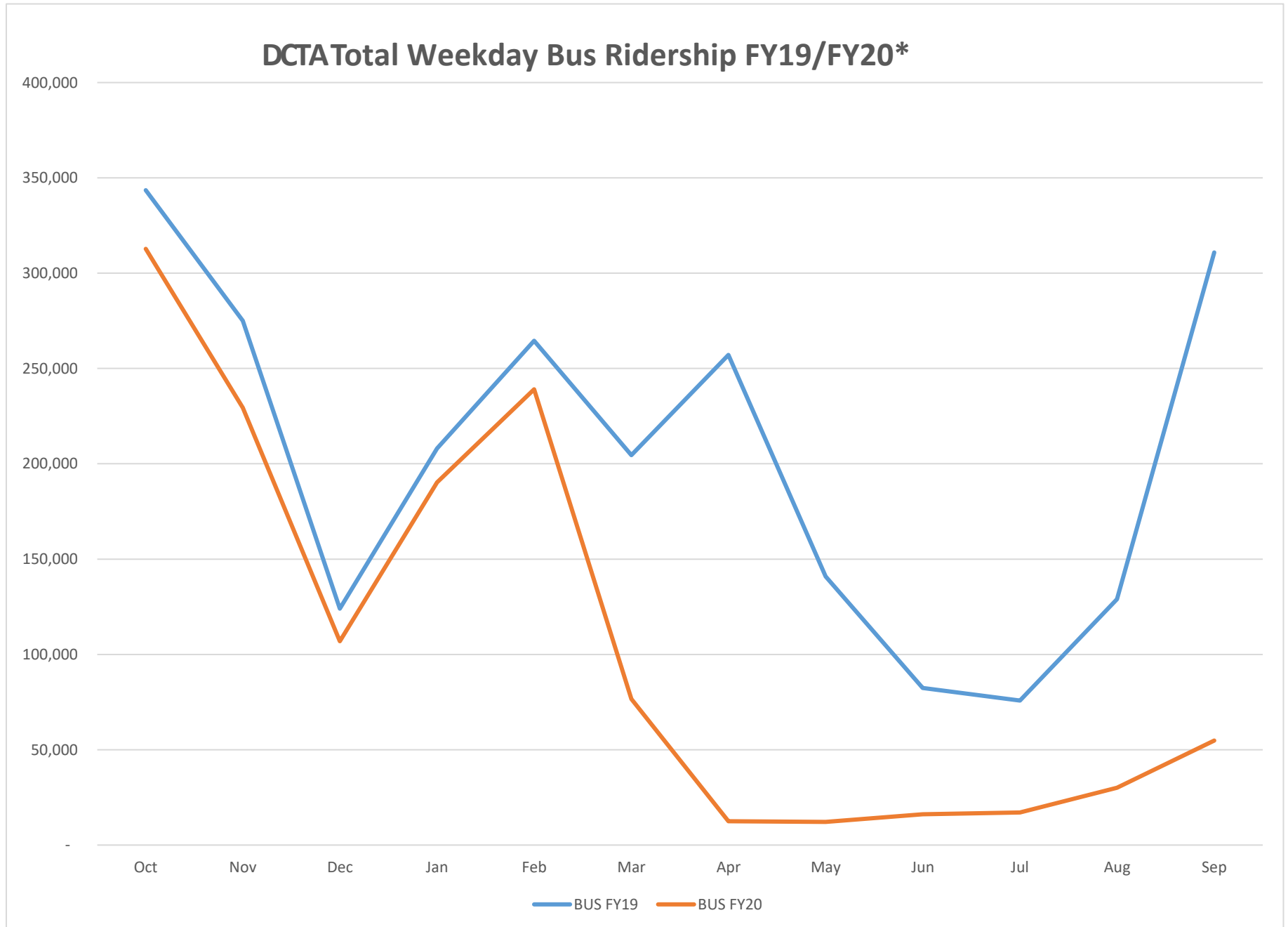
FY19/20 Unlinked Passenger Trips

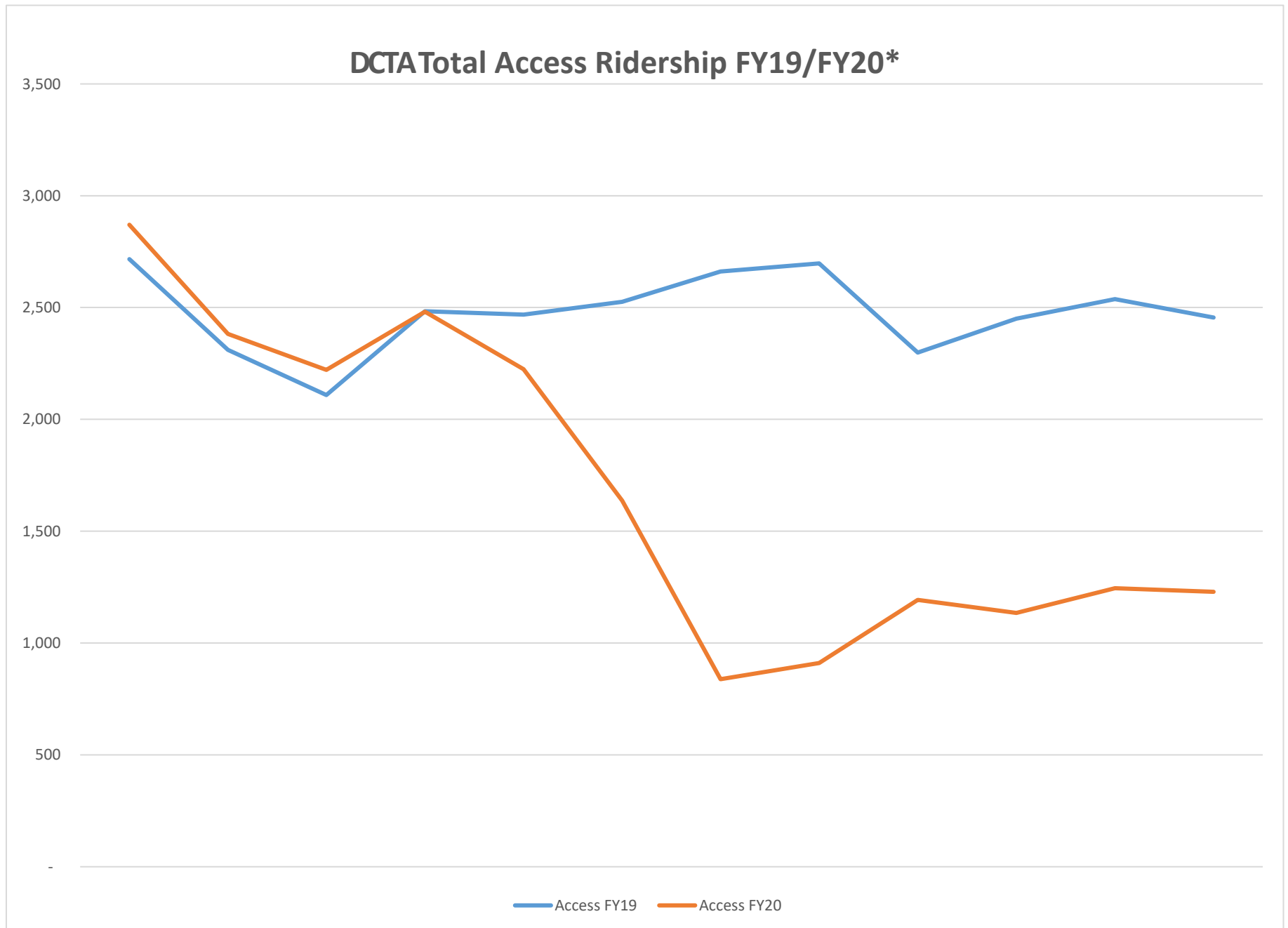
BUS

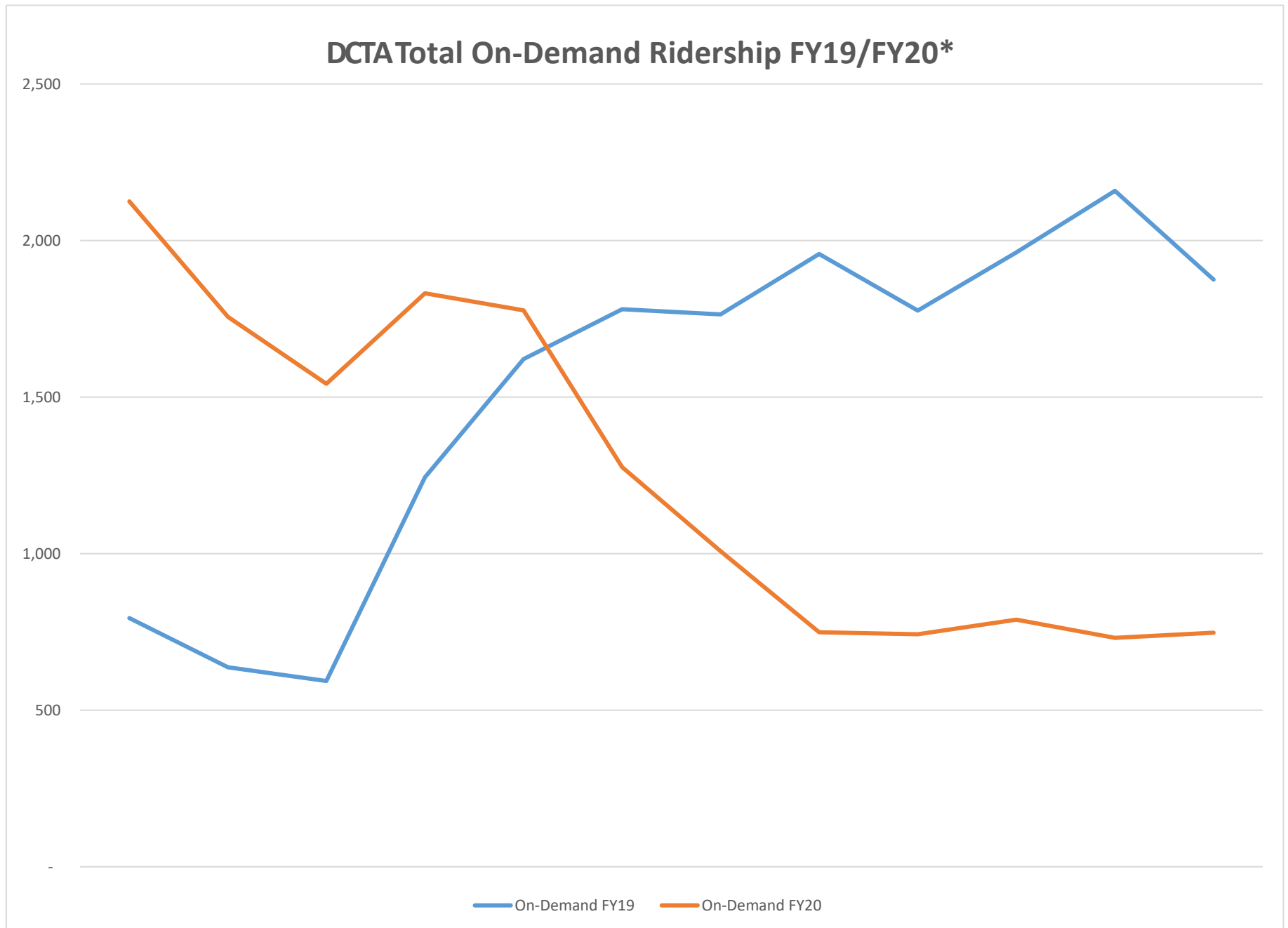
	FY19	FY20
Oct	343,553	312,856
Nov	275,007	229,347
Dec	123,965	106,910
Jan	208,120	190,247
Feb	264,553	239,083
Mar	204,509	76,657
Apr	257,120	12,476
May	140,915	12,186
Jun	82,401	16,164
Jul	75,902	17,056
Aug	128,918	30,109
Sep	310,865	54,773

FY19/20 Unlinked Passenger Trips

	TOTAL Demand Response		Access		On-Demand	
	FY19	FY20	FY19	FY20	FY19	FY20
Oct	3,511	4,996	2,717	2,871	794	2,125
Nov	2,948	4,138	2,311	2,382	637	1,756
Dec	2,702	3,763	2,109	2,221	593	1,542
Jan	3,727	4,312	2,483	2,481	1,244	1,831
Feb	4,089	4,001	2,468	2,224	1,621	1,777
Mar	4,306	2,913	2,526	1,637	1,780	1,276
Apr	4,425	1,847	2,661	839	1,764	1,008
May	4,654	1,660	2,697	911	1,957	749
Jun	4,075	1,935	2,299	1,193	1,776	742
Jul	4,412	1,923	2,450	1,134	1,962	789
Aug	4,697	1,976	2,538	1,245	2,159	731
Sep	4,330	1,976	2,455	1,229	1,875	747







Board of Directors Meeting

October 21, 2020

SUBJECT: NTMC Budget Overview

NORTH TEXAS MOBILITY CORPORATION
Budget Overview, NTMC Inception - FY2021
Change in Net Position

Description	NTMC FY 2019 Budget (June-Sept 2019)	NTMC FY 2020 Adopted Budget	(1) Revision 2020-N001 Approved August 2020	(2) Revision 2020-N002 Approved August 2020	(3) Revision 2020-N003 Approved Sept 2020	NTMC FY 2020 Working Budget	NTMC FY 2021 Proposed Budget
OPERATING EXPENSES							
Salary, Wages & Benefits	\$ 2,674,142	\$ 8,460,824	\$ (60,065)	\$ (869,377)	\$ 121,063	\$ 7,652,445	\$ 7,451,314
Outsourced Services & Charges	29,154	95,040	80,789	85,800	-	261,629	399,919
Materials & Supplies	-	-	-	-	-	-	3,293
Utilities	-	-	-	-	-	-	-
Insurance, Casualties & Losses	40,408	132,636	-	-	(2,107)	130,529	118,878
Purchased Transportation Services	-	-	-	-	-	-	-
Employee Development	74,147	93,200	-	(18,500)	-	74,700	54,435
Leases & Rentals	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-
Total Operating Expenses	2,817,851	8,781,700	20,724	(802,077)	118,956	8,119,303	8,027,839
Operating Income / (Loss)	(2,817,851)	(8,781,700)	(20,724)	802,077	(118,956)	(8,119,303)	(8,027,839)
Transfers Out	-	-	-	-	-	-	-
Transfers In	2,817,851	8,781,700	20,724	(802,077)	118,956	8,119,303	8,027,839
Total Transfers	2,817,851	8,781,700	20,724	(802,077)	118,956	8,119,303	8,027,839
CHANGE IN NET POSITION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

(1) Budget Revision 2020-N001 included a reduction in Salary & Benefits due to the transfer of Procurement Specialist position from NTMC to DCTA, and an increase in Outsourced Services & Charges for legal fees related to upcoming union negotiation, handbook revisions & other employment legal matters.

(2) Budget Revision 2020-N002 included a reduction in Salary & Benefits due to bus service changes requested by DCTA resulting in a 48% reduction in service hours for April - September service for projected cost savings of \$784k. Projected savings of \$85,800 from two vacant positions was captured and transferred from Salary & Benefits to Outsourced Services & Charges to cover the costs of the management contract expense for the General Manager contract. The reduction in Employee Development category of \$18,500 reflects temporary travel & training freezes for all discretionary events in response

(3) Budget Revision 2020-N003 included an increase of \$203,838 for COVID Pay for Operators + Non-Operators as well as a reduction of \$84,882 in overall operating expense due to the elimination of the NCTC service after March 2020.