

NTMC BOARD OF DIRECTORS REGULAR MEETING

Wednesday, October 27, 2021 | 8:00 am

NOTICE IS HEREBY GIVEN that the members of the North Texas Mobility Corporation (NTMC) Board of Directors will hold a Regular Meeting at 8:00am at the Denton County Transportation Authority (DCTA) Administrative Offices located at 1955 Lakeway Drive, Suite 260, Lewisville, Texas, 75057 and by Zoom Conference at which time the following agenda will be discussed.

Effective September 1, 2021, the public is allowed to use the ZOOM link below to participate in a Board Meeting; however, audio-only is no longer allowed; therefore, full-video will be required when speaking to the Board. To join the meeting, please use the information below:

Join Zoom Meeting

<https://us06web.zoom.us/j/81000156122>

Join by Phone +1 346 248 7799

Meeting ID: 810 0015 6122

The Board of Directors reserves the right to convene 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.

CALL TO ORDER

INTRODUCTIONS

Sean Spell, Safety and Training Manager
Hendrickson Transportation Group (HTG)

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 either completing a Request to Speak Card located in the DCTA Administrative Offices

prior to the meeting or if participating virtually, by utilizing the "raise hand" function ensuring when called upon your camera is turned on and your name displayed.

Citizens that are not able to connect to the Zoom meeting must email his or her public comment to kmorris-perkins@ntmc.com no later than 12:00 pm on Tuesday, October 26, 2021 to ensure the comment will be read.

The Board of Directors are 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. Consider Approval of Minutes:
August 25, 2021 – NTMC Regular Board Meeting
September 29, 2021 – NTMC Regular Board Meeting

2. **INFORMATIONAL REPORTS**

- a. Monthly Financial Statements: FY 2021 Year to Date September 2021
- b. DCTA Bus Ridership Report September 2021

3. **REGULAR AGENDA**

- a. Presentation of General Manager's Monthly Report
Presenter(s): RJ Garza, General Manager
Louise Francois, Assistant General Manager

Backup Information: Exhibit 1 – General Manager's Report
Exhibit 2 – September 2021 Ticket Sales/Daily Deposit Report
Exhibit 3 – September 2021 Staffing Roster Report
- b. Presentation of Fleet Maintenance Report
Presenter: Jimmy Salzman, Shop Foreman
- c. Presentation of Facilities Maintenance Report
Presenter: Jeff Thomas, Facilities Manager

- d. Discuss and Consider Retention, Recognition and Referral Plan Recommendations

Presenter(s): RJ Garza, General Manager
John Hendrickson, Interim NTMC President

Backup Information: Retention, Recognition & Referral Plan

- d. NTMC Staff Spotlight – NTMC Employee

Presenter: RJ Garza, General Manager

4. **CONVENE EXECUTIVE SESSION**

The Board may convene the Regular Board Meeting into Closed Executive Session for the following: *No scheduled Executive Session for this agenda.*

5. **RECONVENE OPEN SESSION**

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

6. **FUTURE BOARD MEETINGS & AGENDA ITEMS**

NTMC Officers may discuss proposed future agenda items. Board members may discuss details of future meetings and request an item(s) to be added to the next Board meeting agenda. **Next Board Meeting Date:** December 8, 2021.

7. **ADJOURN**

BOARD MEMBERS:

Dean Ueckert, Chair

Richard Hayes, Vice Chair

Don Combs, Sara Hensley, Raymond Suarez

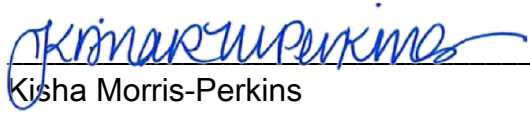
OFFICERS:

John Hendrickson, Interim NTMC President

NTMC Treasurer – Vacant

NTMC Secretary - Vacant

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 (DCTA), on Thursday, October 21, 2021 by 5:00pm.



Kisha Morris-Perkins
Executive Assistant | Board Process Manager

NTMC BOARD OF DIRECTORS REGULAR MEETING MINUTES

Wednesday, August 25, 2021 | 8:00 am

ATTENDANCE

Board Members

Chair Dean Ueckert

Vice-Chair Richard Hayes

Board Member Don Combs

Board Member Sara Hensley (until 9:02am)

Board Member Raymond Suarez

Officers

Interim NTMC President John Hendrickson

NTMC Treasurer – Vacant

NTMC Secretary - Vacant

Legal Counsel

Joseph J. Gorfida, Jr.,

Nichols, Jackson, Dillard, Haggard, & Smith

CALL TO ORDER

Chair Ueckert called the meeting to order at 8:03am. All Board Members were present constituting a quorum. Note: Board Member Hensley departed the meeting at 9:02am.

PUBLIC COMMENT

There were no public comments received in advance via email or by utilizing the electronic “raise hand” function during this meeting.

1. CONSENT AGENDA

- a. Consider Approval of Minutes: July 28, 2021 – NTMC Regular Board Meeting

Motion by Board Member Combs with a second by Board Member Suarez to approve as presented. Motion passes 5-0.

2. INFORMATIONAL REPORTS

- a. Monthly Financial Statements: FY2021 Year to Date July 2021
- b. DCTA Bus Ridership Report July 2021

No Board action required at this time.

3. REGULAR AGENDA

- a. Discuss and Consider North Texas Mobility Corporation (NTMC) Officer Positions
Presenters: John Hendrickson, Interim NTMC President
Backup Information: N/A

Interim NTMC President Hendrickson and the NTMC Board had a healthy discussion regarding the four (4) options presented with regards to the NTMC Officer positions.

The following options were discussed:

Option 1: Modify the current HTG contract to include an additional position of the currently unfilled Safety Coordinator. Within this position's job description responsibilities will include to serve as Secretary of the NTMC Board. The position is currently budgeted at \$60,000 plus benefits. Due to the challenges associated with filing this position, HTG currently has personnel to fill this position but at a slightly higher base rate than currently budgeted, \$68,000 plus benefits. The Treasurer would still be provided at 12 hours per board meeting at an hourly rate of \$185.00 per hour or \$26,640 per year. The total cost above current budgeted amount is estimated at \$39,640. Note: Cost of benefits may be slightly higher in comparison to NTMC's benefit scale in the amount of \$5,000.

Option 2: HTG can provide a Secretary and Treasurer with an estimated workload of 32 hours per scheduled board meeting with an hourly rate of \$185.00 per hour or \$71,040 per year. This will provide the required staff to orchestrate board meetings. The Secretary position will require 20 hours per board meeting to record minutes, develop agendas under the direction of the NTMC Board and manage the board packet process. The Treasurer position will be a Certified Public Account. The total cost above current budgeted amount is \$71,040.00.

Option 3: Modify the current HTG contract to include an additional position of the currently unfilled Safety Coordinator. Within this position’s job description will include to serve as Secretary of the NTMC Board. This position is currently budgeted at \$60,000.00 plus benefits. Due to the challenges associated with filing this position, HTG has personnel to fill this position; however, at a slightly higher base rate than currently budgeted, \$68,000 per year plus benefits. The Treasurer position would be filled by DCTA’s Chief Financial Officer. The total cost above current budgeted amount is estimated at \$13,000. Note: Cost of benefits may be slightly higher in comparison to NTMC’s benefit scale in the amount of \$5,000.

Option 4: HTG can provide a Secretary with an estimated workload of 20 hours per scheduled board meeting at an hourly rate of \$185.00 per hour or \$44,400 per year. This position would coordinate board meetings requiring 20 hours to record minutes, develop agendas under the direction of the NTMC Board and manage the board packet process. The Treasurer position would be filled by DCTA’s Chief Financial Officer. The total cost above current budgeted amount is estimated at \$44,400.

Board discussion regarding General Manager and Assistant General Manager reporting structure and duties, clarification of the Safety Coordinator position and timeline to be filled, Treasurer position being a certified CPA, NTMC being independent of DCTA, challenges of filing NTMC vacancies, financial impacts and cost savings of all options, and ensuring service is efficient and smooth. It was the recommendation of Interim President Hendrickson that Option 1 provided the best benefit for NTMC.

Motion by Board Member Suarez with a second by Board Member Hensley to approve Option 1 as presented. Motion passes 5-0.

- b. Discuss and Consider the Revised North Texas Mobility Corporation (NTMC) Operator Handbook

Presenters: RJ Garza, General Manager

Backup Information: Memo

Exhibit 1 – NTMC Operator Handbook (effective October 2021)

General Manager Garza and Senior HR Specialist Cameron Springer highlighted the changes to the NTMC Operator Handbook to include an added 401(k) based upon CBA negotiations which include floating holidays, FMLA religious accommodations (nursing

mothers) and updates regarding the NTMC Officers due to the recent changes in DCTA staff.

Board discussion regarding differences between operator and non-operator 401(k) plans, vesting schedules and changes to the statement of wages.

Motion by Vice-Chair Hayes with a second by Board Member Hensley to approve as presented. Motion passes 5-0.

c. Presentation of General Manager's Monthly Report

Presenter(s): RJ Garza, General Manager
Louise Francois, Assistant General Manager

Backup Information: Exhibit 1 – General Manager Report
Exhibit 2 – July 2021 Ticket Sales Report
Exhibit 3 – July 2021 Staffing Roster Report
Exhibit 4 – July 2021 Deposit Report

General Manager Garza highlighted the following:

- UNT Ridership
- Connect Service
- Shuttle Service – Western Days
- Hiring/Staffing Challenges
- On-Demand/Access Ridership

Senior HR Specialist Springer highlighting the staffing report and challenges:

- 68 operators – hired 4 individuals within the last two (2) weeks.
- Hired two (2) operators as of August 24, 2021
- Plan to hire: 15
- Vacancies: 1 dispatcher, 1 facility manager, 1 parts supervisor/coordinator (possibly filled by next week)
- 1 Lead Dispatcher (hired)
- 1 Dispatcher (hired)

Ms. Springer also noted that NTMC is immediately hiring for drivers with a CDL license. General Manager Garza noted the challenges with recruitment and concluded that he is continuing to do everything possible to recruit new employees and encourage retention of current employees.

Discuss North Texas Mobility Corporation (NTMC) Proposed FY 2022 Budget

Presenter: RJ Garza, General Manager

Backup Information: Exhibit 1 – FY 2022 NTMC Budget Presentation

Exhibit 2 – Change in Net Position – Budget vs. Actual History

Exhibit 3 – NTMC Organizational Chart

Exhibit 4 – NTMC Budget Detail By Department

Exhibit 5 – NTMC Line-Item Detail

General Manager Garza and the NTMC Board had a healthy discussion regarding passenger trips, revenue generated, UNT payments, cost per ride vs. revenue per ride (DCTA can make available), ridership (prior to COVID-19), DCTA's mission statement, education options, establishment of costs (design standards, service evaluation), productivity guidelines, construction of roads/ridership, master transportation plan, comprehensive transportation plan analysis (recommends DCTA update plans), consideration of hybrid/electronic fleet and alternative modals, cost of operators, maintenance of fleet, long range plan, cost model, and fleet replacement. It was suggested that average cost of per rider be shared at the next meeting.

No Board action required at this time. However, Chair Ueckert indicated that he looked forward to seeing the budget for consideration next month and encouraged Board Members to submit any further questions to either RJ Garza or John Hendrickson.

d. Discuss and Consider North Texas Mobility Corporation (NTMC) Operator Retention and Recruitment Incentive Pay

Presenter: RJ Garza, General Manager

Backup Information: Memo

Exhibit 1 – Memo to NTMC Operators

General Manager Garza presented the plan for operator retention and recruitment incentive pay. Board discussion regarding bus ridership data, stabilizing the workforce, current number of bus operators, discussion of operator retention to include incentive pay to stabilize the organization, statistics of incentive pay programs with other entities, how can DCTA support NTMC to stabilize workforce, concerns with dollar amount of incentive pay amount absent of data, how was the incentive pay amount (\$1,000) determined and compared with other transit agencies/school districts.

Motion by Board Member Suarez with a second by Board Member Combs to approve the incentive pay for one (1) month and the incentive pay program and eligibility be revisited by the Board with the following questions answered:

- *Comparison of other entities*
- *Approximately how many drivers will qualify monthly*
- *Number of drivers prior to the COVID-19 pandemic and what were the lowest amount of drivers*

Motion passes 5-0.

e. NTMC Staff Spotlight – NTMC Employee

Presenter: RJ Garza, General Manager

This month's NTMC Staff Spotlight is Tyletha (Ty) Goff who was described as a dedicated professional who performs her areas of responsibility with grace and kindness. The Chair and Board thanked her for her efforts and years of service.

No Board action required at this time.

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.

The Board did not convene into Executive Session.

5. **RECONVENE OPEN SESSION**

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

The Board did not convene into Executive Session; therefore, did not require to reconvene into Open Session.

6. **FUTURE BOARD MEETINGS & AGENDA ITEMS**

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

No formal Board action at this time; however, the Board requested the following items be placed on the next scheduled Board Meeting agenda:

- *Adoption of the FY 2022 NTMC Budget*
- *Discuss and Consider NTMC Operator and Recruitment Incentive Pay*

7. **ADJOURN**

Motion by Vice-Chair Hayes with a second by Board Member Combs to adjourn the meeting at 9:32am. Motion passes 4-0.

Dean Ueckert, Chair

Kisha Morris-Perkins
Executive Assistant/Board Process Manager

NTMC BOARD OF DIRECTORS REGULAR MEETING MINUTES

Wednesday, September 29, 2021 | 8:00am

ATTENDANCE

Board Members

Chair Dean Ueckert

Vice-Chair Richard Hayes - absent

Board Member Don Combs

Board Member Sara Hensley - virtual

Board Member Raymond Suarez

Officers

Interim NTMC President John Hendrickson

NTMC Treasurer – Vacant

NTMC Secretary - Vacant

Legal Counsel

Joseph J. Gorfida, Jr.,

Nichols, Jackson, Dillard, Haggard, & Smith

CALL TO ORDER

Chair Ueckert called the meeting order at 10:00am. Chair Ueckert, Board Member Combs and Board Member Suarez attended, in-person while Board Member Hensley attended virtually. Vice-Chair Hayes was absent.

PUBLIC COMMENT

There were no public comments during this time.

1. CONSENT AGENDA

- a. Consider Ratification of the North Texas Mobility Corporation (NTMC) Service Agreement Adopting Resolution for the Operator 401(k) Plan with an effective date of September 2, 2021

Backup Information:

Memo

Exhibit 1: Adopting Resolution

- b. Consider Approval of the First Amended and Restated Agreement for Transportation Management Services between the North Texas Mobility Corporation (NTMC) and Hendrickson Transportation Group (HTG), LLC

Backup Information: Exhibit 1: First Amended and Restated Agreement
Hendrickson Transportation Group

- c. Consider Approval of Resolution 2021-N003 Adopting the Fiscal Year (FY) 2022 North Texas Mobility Corporation (NTMC) Budget

Backup Information: Exhibit 1: Resolution 2021-N003

Motion by Board Member Combs with a second by Board Member Suarez to approve Consent Agenda items 1a and 1c as presented. Motion passes 4-0.

Consent Agenda item 1.b.

Board discussion regarding early termination clause for the Safety Coordinator/Secretary position, scope of work as it relates to the Secretary/Treasurer position/functions, duties by DCTA/NTMC staff, and discussion of Interlocal Agreement (ILA) between DCTA and NTMC.

Motion by Board Member Hensley with a second by Board Member Combs to approve Consent Agenda item 1.b. with modified duties of the Treasurer to include presenting financial items to the NTMC Board, verification/validation of monthly financial statements prepared by DCTA finance department, review, and presentation for consideration of the NTMC Budget to include any budget amendments as necessary and presenting any other financial information as appropriate to the NTMC Board.

Motion by Board Member Hensley with a second by Board Member Combs to approve Consent Agenda item 1.b. with the modification of the duties of the NTMC Treasurer as presented. Motion passes 4-0.

Note: John Hendrickson presented this item; however, recused himself from voting as it is a contract with the Hendrickson Transportation Group (HTG).

2. INFORMATIONAL REPORTS

- a. Monthly Financial Statements: FY 2021 Year to Date August 2021
- b. DCTA Bus Ridership Report August 2021

No Board action required at this time as items presented are for informational purposes only.

3. REGULAR AGENDA

- a. Presentation of General Manager's Monthly Report

Presenter(s): RJ Garza, General Manager
Louise Francois, Assistant General Manager

Backup Information: Exhibit 1 – General Manager's Report
Exhibit 2 – August 2021 Ticket Sales/Daily Deposit Report
Exhibit 3 – August 2021 Staffing Roster Report
Exhibit 4 – Operator Pay Analysis/Monthly Operator Turnover Report

General Manager RJ Garza and Senior HR Specialist Cameron Springer presented the report highlighting the following:

- Discussed Proposed Budget
- Decline in Ridership for August 2021
- Fixed Route Ridership
- UNT Fall Service
- Discovery Park Ridership
- Retention Incentive Plan: The retention incentive plan has been implemented. The Board inquired about the number of drivers who qualify for incentive. Staff indicated data for the number of people who qualify for the incentive is not available; however, there are 68 drivers.
- Positions/Vacancies:
 - Facility Manager: Hired. Board introductions will be made next month.
 - Parts Coordinator: Hired.
 - Mechanic: 1 position – Vacant (position is on hold)
 - Part-time Service Attendant: 2 positions, 1 filled

- Lead Road Supervisor – Reclassified: Regular Road Supervisor
- Dispatchers: 2 positions – Vacant
- Operators: 15 positions – Vacant

The Wage Analysis reflected the following information:

Bus & Rail	DART	NTMC	CDL	Percent
First 12 Months	\$20.32	\$17.16	\$17.16	8.42%
After 12 Months	\$21.67	\$17.68	\$17.68	22.57%
After 24 Months	\$23.03	\$18.31	\$18.31	25.77%
After 36 Months	\$24.38	\$19.35	\$19.35	25.99%
After 48 Months	\$25.74	\$20.92	\$20.92	23.04%
After 60 Months	\$27.09			29.49%

FT SMART Bus Operators	NTMC Non-CDL	Percent
0-6 Months \$15.36	15.6	1.56%
6-12Months \$15.92	15.6	2.05%
12-24 Months \$16.23	16.12	4.96%
24-36 Months \$17.22	16.75	2.80%
36-48 Months \$18.20	17.79	2.30%
After 48 Months \$20.17	19.36	4.18%

The Board and staff had a healthy discussion regarding NTMC recruitment and retention. Some topics included the following:

- CDL Drivers
- Salaries (other transit agencies/school districts)
- Retention Bonus Pay
- Management staff duties (i.e., driving routes)
- Amalgamated Transit Union
- Strategies to motivate employees (i.e., positive, stable work environments, community engagement)
- Working with local community partners (i.e., discounted tickets, community activities)
- Creation of “step” positions to address salaries
- Clarification of Lead Road Supervisor
- Challenges faced upon employment offer (i.e., “no-shows”, incomplete pre-hire processes)
- Possible NTMC remote positions

The Board encouraged NTMC to work jointly with DCTA to develop a plan to positively change the workforce culture.

Board Member Suarez informed the Board that the DCTA Board of Directors will meet on October 28, 2021 to discuss service. The November and December DCTA Board Meetings have been combined and will meet on December 2, 2021.

b. NTMC Staff Spotlight – NTMC Employee

Presenter: RJ Garza, General Manager

This month, General Manager Garza and Assistant General Manager Francois highlighted and recognized all NTMC employees.

4. **CONVENE EXECUTIVE SESSION**

The Board did not convene into Executive Session.

5. **RECONVENE OPEN SESSION**

The Board did not convene into Executive Session; therefore, a reconvening into Open Session was not necessary.

6. **FUTURE BOARD MEETINGS & AGENDA ITEMS**

The next NTMC Board Meeting is scheduled for October 27, 2021.

7. **ADJOURN**

Motion by Board Member Suarez with a second by Board Member Combs to adjourn the meeting at 8:56am. Motion passes 4-0.

Dean Ueckert, Chair

Kisha Morris-Perkins
Executive Assistant | Board Process Manager



NORTH TEXAS MOBILITY CORPORATION

CHANGE IN NET POSITION

MONTH AND YEAR TO DATE AS OF SEPTEMBER 30, 2021

(UNAUDITED)

Description	Month Ended September 30, 2021			Year to Date September 30, 2021			Annual Budget
	Actual	Budget	Variance	Actual	Budget	Variance	
Operating Expenses							
Salary, Wages and Benefits	\$ 557,654	\$ 632,871	\$ 75,217	\$ 6,028,586	\$ 7,636,554	\$ 1,607,968	\$ 7,636,554
Outsourced Services and Charges	36,739	33,431	(3,308)	335,283	400,219	64,936	400,219
Materials and Supplies	60	262	202	532	3,293	2,761	3,293
Insurance	9,158	9,868	710	109,898	119,802	9,904	119,802
Employee Development	1,029	4,665	3,636	15,051	54,435	39,384	54,435
Total Operating Expenses	<u>604,640</u>	<u>681,097</u>	<u>76,457</u>	<u>6,489,350</u>	<u>8,214,303</u>	<u>1,724,953</u>	<u>8,214,303</u>
Income (Loss) before Transfers	(604,640)	(681,097)	76,457	(6,489,350)	(8,214,303)	1,724,953	(8,214,303)
Transfers In	<u>604,640</u>	<u>681,097</u>	<u>(76,457)</u>	<u>6,489,350</u>	<u>8,214,303</u>	<u>(1,724,953)</u>	<u>8,214,303</u>
Total Transfers	<u>604,640</u>	<u>681,097</u>	<u>(76,457)</u>	<u>6,489,350</u>	<u>8,214,303</u>	<u>(1,724,953)</u>	<u>8,214,303</u>
Change in Net Position	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



NORTH TEXAS MOBILITY CORPORATION

STATEMENT OF NET POSITION

AS OF SEPTEMBER 30, 2021

(UNAUDITED)

	September 30, 2021	August 31, 2021	Change
Assets			
Operating Cash & Cash Equivalents	\$ 381,843	\$ 273,683	\$ 108,160
Accounts & Notes Receivable	-	-	-
Prepaid Expenses	85,609	9,158	76,451
Total Assets	467,452	282,841	184,611
Liabilities			
Accounts Payable and Accrued Expenses	467,452	282,841	184,611
Total Liabilities	467,452	282,841	184,611
Net Position			
Change in Net Position	-	-	-
Total Net Position	\$ -	\$ -	\$ -

FY19-FY21 Unlinked Passenger Trips – Bus



FY19-FY21 Unlinked Passenger Trips

BUS

	FY17	FY18	FY19	FY20	FY21
Oct	388,952	354,149	343,553	312,856	54,725
Nov	337,535	287,974	275,007	229,347	42,194
Dec	174,564	123,092	123,965	106,910	18,149
Jan	222,747	191,785	208,120	190,247	44,920
Feb	319,748	266,535	264,553	239,083	39,184
Mar	283,021	217,942	204,509	76,657	57,124
Apr	289,123	250,602	257,120	12,476	46,450
May	158,602	109,547	140,915	12,186	28,303
Jun	104,708	67,631	82,401	16,164	28,303
Jul	93,350	60,815	75,902	17,056	28,304
Aug	154,087	135,551	128,918	30,109	99,064
Sep	395,782	315,554	310,865	54,773	206,411

FY19-FY21 Unlinked Passenger Trips – Demand Response*

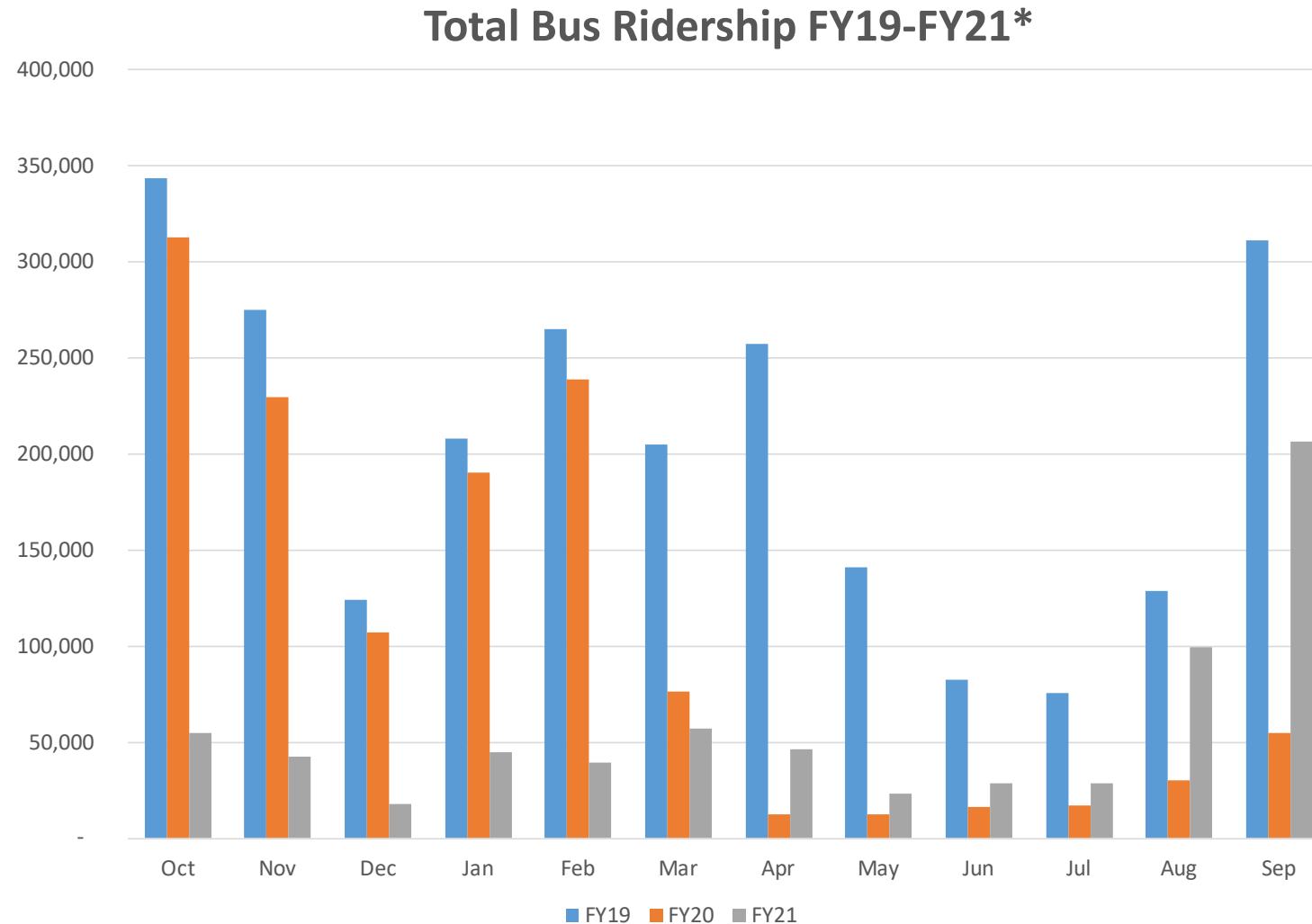


FY19-FY21 Demand Response Unlinked Passenger Trips

	Total Demand Response			Total Access			Total On-Demand		
	FY19	FY20	FY21	FY19	FY20	FY21	FY19	FY20	FY21
Oct	3,511	4,996	1,921	2,717	2,871	1,214	794	2,125	707
Nov	2,948	4,138	1,581	2,311	2,382	1,041	637	1,756	640
Dec	2,702	3,763	1,750	2,109	2,221	1,166	593	1,542	584
Jan	3,727	4,312	1,700	2,483	2,481	1,148	1,244	1,831	552
Feb	4,089	4,001	1,458	2,468	2,224	1,023	1,621	1,777	435
Mar	4,306	2,913	2,273	2,526	1,637	1,617	1,780	1,276	656
Apr	4,425	1,847	2,207	2,661	839	1,541	1,764	1,008	666
May	4,654	1,660	2,123	2,697	911	1,398	1,957	749	725
Jun	4,075	1,935	2,184	2,299	1,193	1,435	1,776	742	749
Jul	4,412	1,923	2,144	2,450	1,134	1,403	1,962	789	741
Aug	4,697	1,976	2,444	2,538	1,245	1,626	2,159	731	818
Sep	4,330	1,892	2,021	2,455	1,229	1,582	1,875	663	439

*ADA & Non-ADA Service in Denton, Lewisville & Highland Village

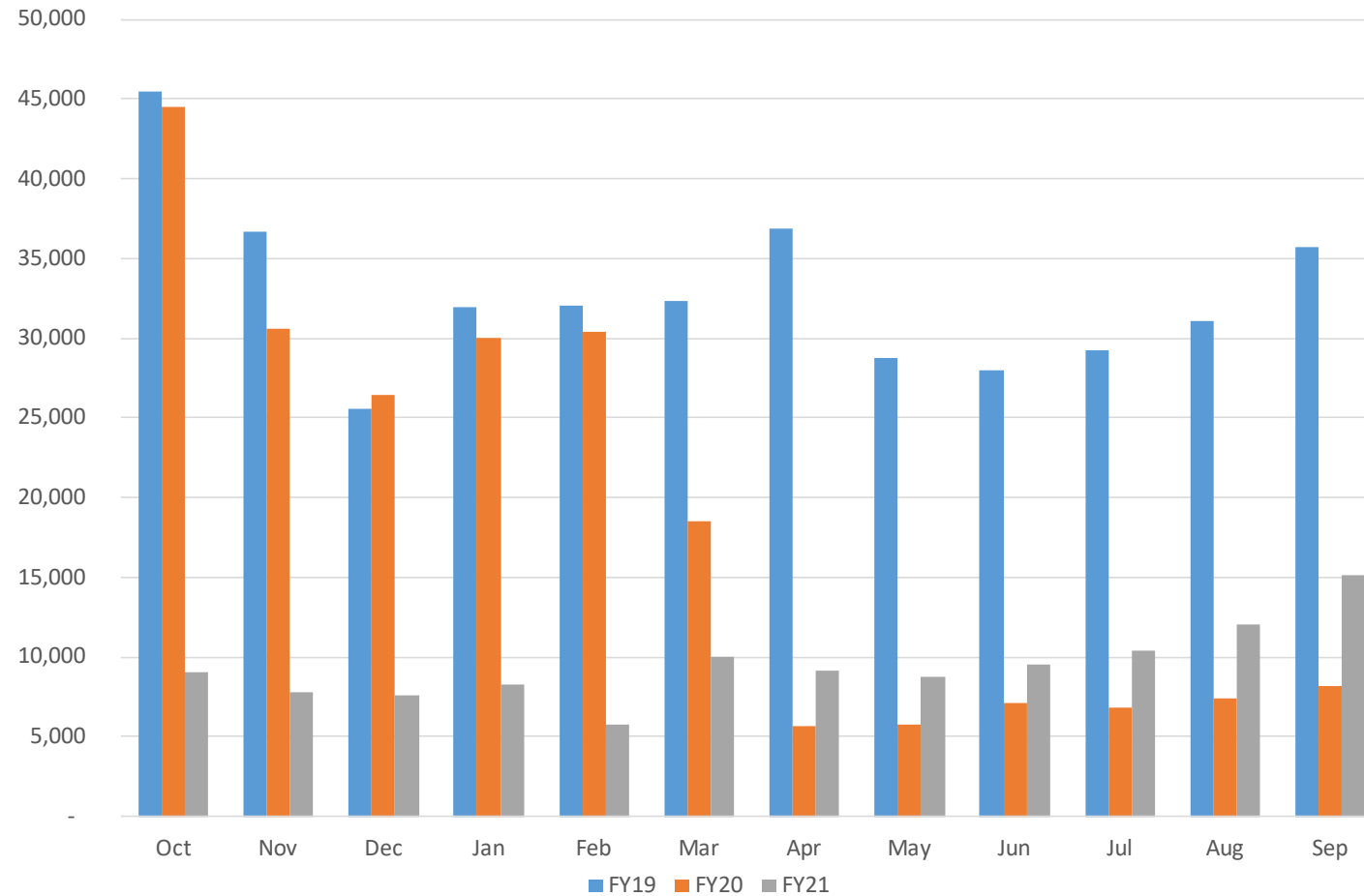
FY19-FY21 Total Monthly Ridership – Bus*



*UNT, NCTC, Denton, Lewisville, ²¹ and Highland Village Connect Service.

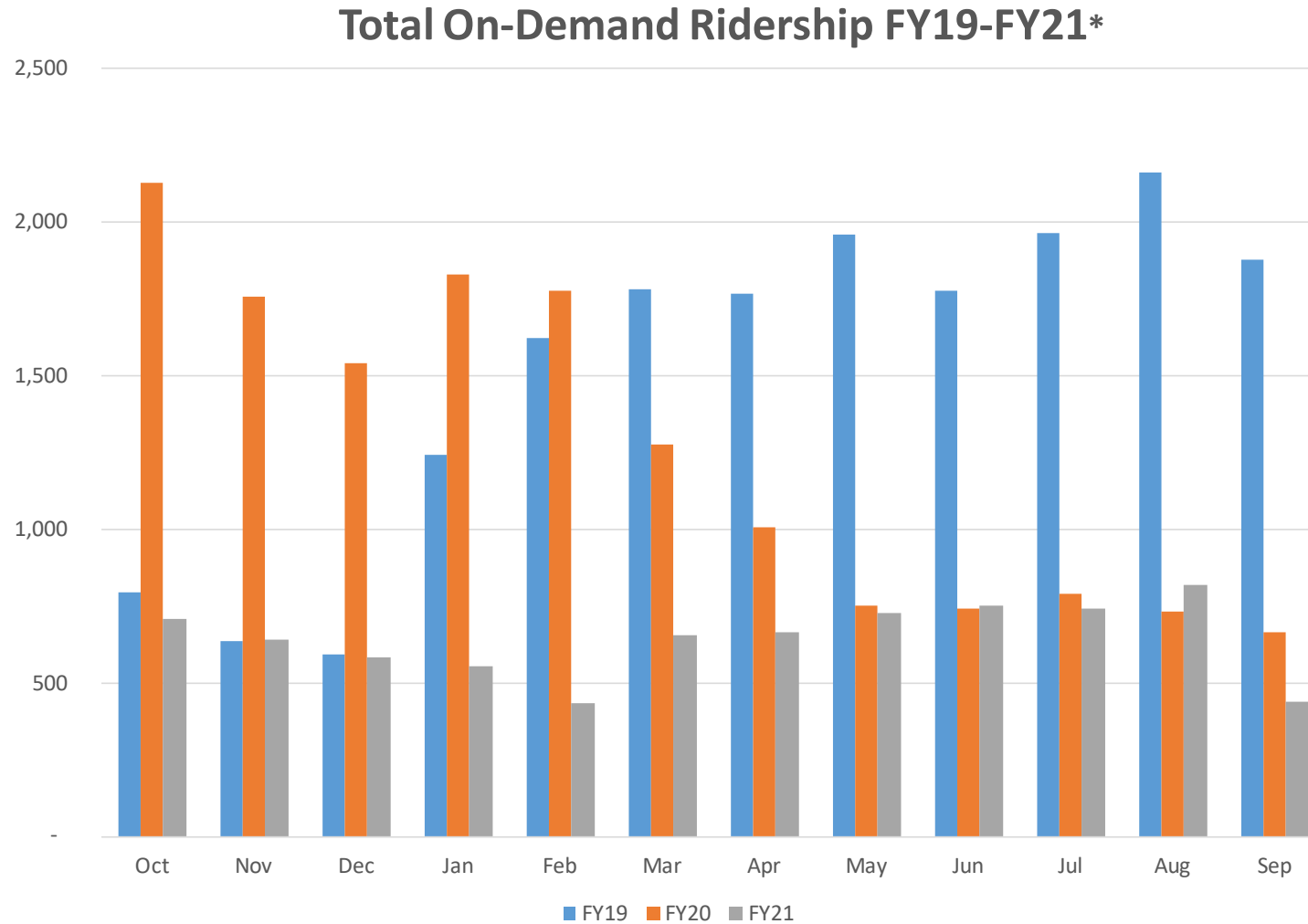
FY19-FY21 Total Monthly Ridership – Access

Total A-train Ridership FY19-FY21



*ADA & Non-ADA Service in Denton, Lewisville & Highland Village ²²

FY19-FY21 Total Monthly Ridership – On-Demand



*Frisco, Collin County Transit and Zoned Service In Denton & Highland Village ²³



EXHIBIT 1

General Manager's – Board of Director's October 2021 Report

(October 20, 2021)

EXECUTIVE SUMMARY

The NTMC management staff made necessary arrangements to schedule a new run-bid assignment for Operators. This is an effort to better organize run scheduling with the Operator shortages we currently have. Several run assignments have built in overtime which helps us cover more of the service with less operators. All active operators were asked to bid on Sunday, October 17, 2021 and will begin their new run-bid assignments on Sunday, October 24, 2021. Even though with this attempted strategy, there were six (6) fixed route and one (1) access assignments “Open” or unfilled due to driver shortages.

Annually NTMC is at a 34.38% turnover rate, and from 7/1/21 through 10/7/2021, NTMC is at a 21.25% turnover rate.

NTMC Operators: Retention Incentive Plan Results

As you know, NTMC has implemented an incentive retention bonus plan, approved by the board to encourage operators to continue with working with us especially due to the unknown future service level demands for Connect routes. Retaining operators has its challenges. The September results are as follows:

48 Operators met the Retention Incentive Bonus requirements

In addition, the GM included the Road Supervisors in the Retention Bonus (\$1,000/ea.) for their Outstanding Services this past month and having to drive most of their time to cover “Open” assignments. We are proud of their contributions. Four (4) Road Supervisors received \$1,000.

NTMC Employee: Retention, Recognition, and Referral Plan Recommendations

The objective is to create a culture that shows operators and staff that we care about their job contributions, dedication, and providing excellent customer service for Denton County. Management staff has created ideas on developing a plan to enhance NTMC Plan for retaining operators, recognizing employees, and the referral bonus program. This topic will be discussed in further detail in a separate agenda item provided in your board packet.



EXIHIBIT 1

CONNECT FIXED ROUTE RIDERSHIP 16-DAY COMPARISON (OCTOBER 2020 – 2021)

October 2021 – 444 more ridership

Total Ridership = 10,408 (4.4%)

Weekdays (M-F) = 9,023 (4.8%)

Saturdays = 1,385 (1.9%)

		Route 1	Route 2	Route 3	Route 4	Route 6	Route 7	MK	Route 21	Route 22
		509	875	809	1427	952	3078	406	1066	1286
Friday 1	10/1/2021	54	111	80	133	74	274	30	84	140
Saturday 2	10/2/2021	17	57	35	62	39	129	24	36	87
Sunday 3	10/3/2021									
Monday 4	10/4/2021	44	74	68	92	103	222	34	86	99
Tuesday 5	10/5/2021	47	66	53	102	100	246	38	80	123
Wednesday 6	10/6/2021	30	71	74	119	85	300	42	73	92
Thursday 7	10/7/2021	57	65	59	118	89	235	34	100	99
Friday 8	10/8/2021	48	63	53	109	35	222	25	104	99
Saturday 9	10/9/2021	19	33	43	34	44	203	21	17	47
Sunday 10	10/10/2021									
Monday 11	10/11/2021	37	66	60	123	76	224	17	87	97
Tuesday 12	10/12/2021	35	22	37	87	77	190	26	93	87
Wednesday 13	10/13/2021	38	70	67	93	73	217	27	76	93
Thursday 14	10/14/2021	29	59	73	137	77	262	22	102	72
Friday 15	10/15/2021	37	83	72	146	57	238	35	66	87
Saturday 16	10/16/2021	17	35	35	72	23	116	31	62	64

509 875 809 1427 952 3078 406 1066 1286

October 2020

Total Ridership = 9,964

Weekdays (M-F) = 8,605

Two Saturdays = 1,359

			Route 1	Route 2	Route 3	Route 4	Route 6	Route 7	MK	Route 21	Route 22
Fri	Friday 2	10/2/2020	38	77	76	184	43	175	0	108	154
Sat	Saturday 3	10/3/2020	20	57	22	104	27	86	0	62	68
Sun	Sunday 4	10/4/2020									
Mon	Monday 5	10/5/2020	46	93	105	139	63	149	0	85	140
Tue	Tuesday 6	10/6/2020	49	82	76	149	48	173	10	89	127
Wed	Wednesday 7	10/7/2020	42	67	62	127	71	172	12	90	136
Thu	Thursday 8	10/8/2020	40	56	67	148	70	153	10	77	135
Fri	Friday 9	10/9/2020	36	63	66	134	44	153	0	75	155
Sat	Saturday 10	10/10/2020	17	47	33	98	27	87	0	41	72
Sun	Sunday 11	10/11/2020									
Mon	Monday 12	10/12/2020	42	74	53	135	41	167	0	89	138
Tue	Tuesday 13	10/13/2020	28	92	84	151	65	158	21	94	137
Wed	Wednesday 14	10/14/2020	43	55	55	132	62	173	16	76	143
Thu	Thursday 15	10/15/2020	63	92	86	144	71	158	10	92	130
Fri	Friday 16	10/16/2020	27	91	74	118	28	166	0	79	133
Sat	Saturday 17	10/17/2020	23	59	33	84	32	68	0	76	96

514 1055 892 1847 692 2038 79 1133 1764



EXHIBIT 1

NTMC: Operations – Safety & Training Manager, Sean Spell

I'm please to announce that Mr. Sean Spell, Safety & Training Manager with HTG is now on-board. Mr. Spell has been taking an assessment of the Operations Safety & Training program. I'd like to thank all staff that has helped to making this a smooth transition for him. Special thanks to Ms. Francois and Mr. Richardson for their support and assistance in providing necessary information for him to get started.

NTMC HR: HIRE TEMPORARY SERVICES FOR RECRUITMENT EFFORTS

Our Senior Human Resource Specialist, Cameron Springer has recommended to hire a temporary person to assist with recruitment efforts. The objective is to use as many resources as possible and other recruitment methods to achieve filling as many vacancy positions as possible. The temporary person starts October 20, 2021 and will work closely with the HR department.

NTMC: Vacancy Positions

- Operators – nineteen (19)
- Road Supervisor – one (1)
- Dispatchers: one (1)
- Mechanic I – one (1) (Will not fill)
- Mechanic II – one (1)
- Service Attendants: one (1) F/T

Other Focus Points:

- Increase the line of communication among all employees, & union officials.
- Meet new hires, assisting with recruitment, and encouraging employees.
- 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.
- Monthly GM – Communication Announcement Newsletter.
- Retention, Recognition, and Recruitment.
- Thursday, October 28, 2021 – Employee Recognition Campaign (Cook Out)

Robert J. Garza, "RJ" – NTMC General Manager

Date	Department	Fare Code	Pass Type	Payment Type	Card Sold	Sales Total	Passenger Category			Subtotal:	9,739.67
9/1/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		22	\$66.00	ACCESS				
9/1/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		0	\$0.00	ACCESS				
9/1/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		246.92	\$370.38	LOCAL	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY	
9/1/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		58	\$58.00	FRISCO	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK	
9/1/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		1	\$1.00	FRISCO	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM	
9/1/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		0	\$0.00	CCT	Department: 22-FRCO -- FRISCO	2205	Frisco Cash	
9/1/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		0	\$0.00	CCT	Department: 22-FRCO -- FRISCO	2206	Frisco Coin	
9/1/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK	Check	3	\$90.00	ACCESS	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH	
9/2/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		14	\$42.00	ACCESS	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN	
9/2/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		0	\$0.00	ACCESS				
9/2/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		24.727	\$361.09	LOCAL				
9/2/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		0	\$0.00	FRISCO				
9/2/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		0	\$0.00	FRISCO				
9/2/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		16	\$16.00	CCT				
9/2/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		0	\$0.00	CCT				
9/3/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		25	\$75.00	ACCESS				
9/3/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		1	\$30.00	ACCESS				
9/3/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		129.38	\$194.07	LOCAL				
9/3/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		47	\$47.00	FRISCO				
9/3/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		1	\$1.00	FRISCO				
9/3/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		0	\$0.00	CCT				
9/3/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		0	\$0.00	CCT				
9/3/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK	Check	3	\$90.00	ACCESS				
9/3/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		9	\$27.00	ACCESS				
9/4/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		1	\$30.00	ACCESS				
9/4/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		113.667	\$170.50	LOCAL				
9/4/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		0	\$0.00	FRISCO				
9/4/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		0	\$0.00	FRISCO				
9/4/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		0	\$0.00	CCT				
9/4/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		0	\$0.00	CCT				
9/5/2021	Holiday						#N/A				
9/7/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		14.667	\$44.00	ACCESS				
9/7/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		2	\$60.00	ACCESS				
9/7/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		200.653	\$300.98	LOCAL	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY	
9/7/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		0	\$0.00	FRISCO	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK	
9/7/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		0	\$0.00	FRISCO	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM	
9/7/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		12	\$12.00	CCT	Department: 22-FRCO -- FRISCO	2205	Frisco Cash	
9/7/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		0	\$0.00	CCT	Department: 22-FRCO -- FRISCO	2206	Frisco Coin	
9/7/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK	Check	2	\$60.00	ACCESS	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH	
9/8/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		31.333	\$94.00	ACCESS	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN	
9/8/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		0	\$0.00	ACCESS				
9/8/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		61.32	\$91.98	LOCAL				
9/8/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		55	\$55.00	FRISCO				
9/8/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		0	\$0.00	FRISCO				
9/8/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		0	\$0.00	CCT				
9/8/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		0	\$0.00	CCT				
9/9/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		14	\$42.00	ACCESS				
9/9/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		1	\$30.00	ACCESS				
9/9/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		272.68	\$409.02	LOCAL				
9/9/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		0	\$0.00	FRISCO				
9/9/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		0	\$0.00	FRISCO				
9/9/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		22	\$22.00	CCT				
9/9/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		0	\$0.00	CCT				
9/9/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK	Check	3	\$90.00	ACCESS				
9/10/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		27	\$81.00	ACCESS				
9/10/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		5	\$150.00	ACCESS				
9/10/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		114.34	\$171.51	LOCAL				
9/10/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		30	\$30.00	FRISCO				
9/10/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		0	\$0.00	FRISCO				
9/10/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		0	\$0.00	CCT				
9/10/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		0	\$0.00	CCT				
9/10/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK	Check	1	\$30.00	ACCESS				
9/11/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		9.627	\$28.88	ACCESS				
9/11/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		2	\$60.00	ACCESS				
9/11/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		63.027	\$94.54	LOCAL				
9/11/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		0	\$0.00	FRISCO				
9/11/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		0	\$0.00	FRISCO				
9/11/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		0	\$0.00	CCT				
9/11/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		0	\$0.00	CCT				
9/13/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		18.007	\$54.02	ACCESS				
9/13/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		0	\$0.00	ACCESS				
9/13/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		195.66	\$293.49	LOCAL	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY	
9/13/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		46	\$46.00	FRISCO	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK	
9/13/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		0	\$0.00	FRISCO	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM	
9/13/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		0	\$0.00	CCT	Department: 22-FRCO -- FRISCO	2205	Frisco Cash	
9/13/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		0	\$0.00	CCT	Department: 22-FRCO -- FRISCO	2206	Frisco Coin	
9/13/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK	Check	1	\$30.00	ACCESS	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH	
9/14/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		14	\$42.00	ACCESS	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN	
9/14/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		0	\$0.00	ACCESS				
9/14/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		141.753	\$212.63	LOCAL				
9/14/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		0	\$0.00	FRISCO				
9/14/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		0	\$0.00	FRISCO				
9/14/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		8	\$8.00	CCT				
9/14/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		4	\$4.00	CCT				
9/15/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		20.667	\$62.00	ACCESS				
9/15/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		1	\$30.00	ACCESS				
9/15/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		219.373	\$329.06	LOCAL				
9/15/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		56	\$56.00	FRISCO				
9/15/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		1	\$1.00	FRISCO				
9/15/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		0	\$0.00	CCT				
9/15/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		0	\$0.00	CCT				
9/15/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK	Check	6	\$180.00	ACCESS				
9/16/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		11	\$33.00	ACCESS				
9/16/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		0	\$0.00	ACCESS				
9/16/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		131.193	\$196.79	LOCAL				
9/16/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		0	\$0.00	FRISCO				
9/16/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		0	\$0.00	FRISCO				
9/16/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		17	\$17.00	CCT				
9/16/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		1	\$1.00	CCT	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY	
9/17/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		19.333	\$58.00	ACCESS	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK	
9/17/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		2	\$60.00	ACCESS	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM	
9/17/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		122.633	\$183.95	LOCAL	Department: 22-FRCO -- FRISCO	2205	Frisco Cash	
9/17/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		38	\$38.00	FRISCO	Department: 22-FRCO -- FRISCO	2206	Frisco Coin	
9/17/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		1	\$1.00	FRISCO	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH	
9/17/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		0	\$0.00	CCT	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN	
9/17/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		0	\$0.00	CCT				
9/18/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK	Check	4	\$120.00	ACCESS				
9/18/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		4	\$12.00	ACCESS				
9/18/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		0	\$0.00	ACCESS				
9/18/2021	Department: 2 - LCL -- LOCAL	223	LOCAL AM/PM		70.947	\$106.42	LOCAL				
9/18/2021	Department: 22-FRCO -- FRISCO	2205	Frisco Cash		0	\$0.00	FRISCO				
9/18/2021	Department: 22-FRCO -- FRISCO	2206	Frisco Coin		0	\$0.00	FRISCO				
9/18/2021	Department: 24-CCT -- COLLIN COUNTY	2401	CCT CASH		0	\$0.00	CCT				
9/18/2021	Department: 24-CCT -- COLLIN COUNTY	2402	CCT COIN		0	\$0.00	CCT				
9/20/2021	Department: 6 - ACES -- ACCESS	601	ACCESS ONE-WAY		18	\$54.00	ACCESS				
9/20/2021	Department: 6 - ACES -- ACCESS	602	ACCESS 10 RIDE BOOK		6	\$180.00	ACCESS				

**DENTON COUNTY TRANSPORTATION AUTHORITY
DAILY DEPOSIT DETAILS**

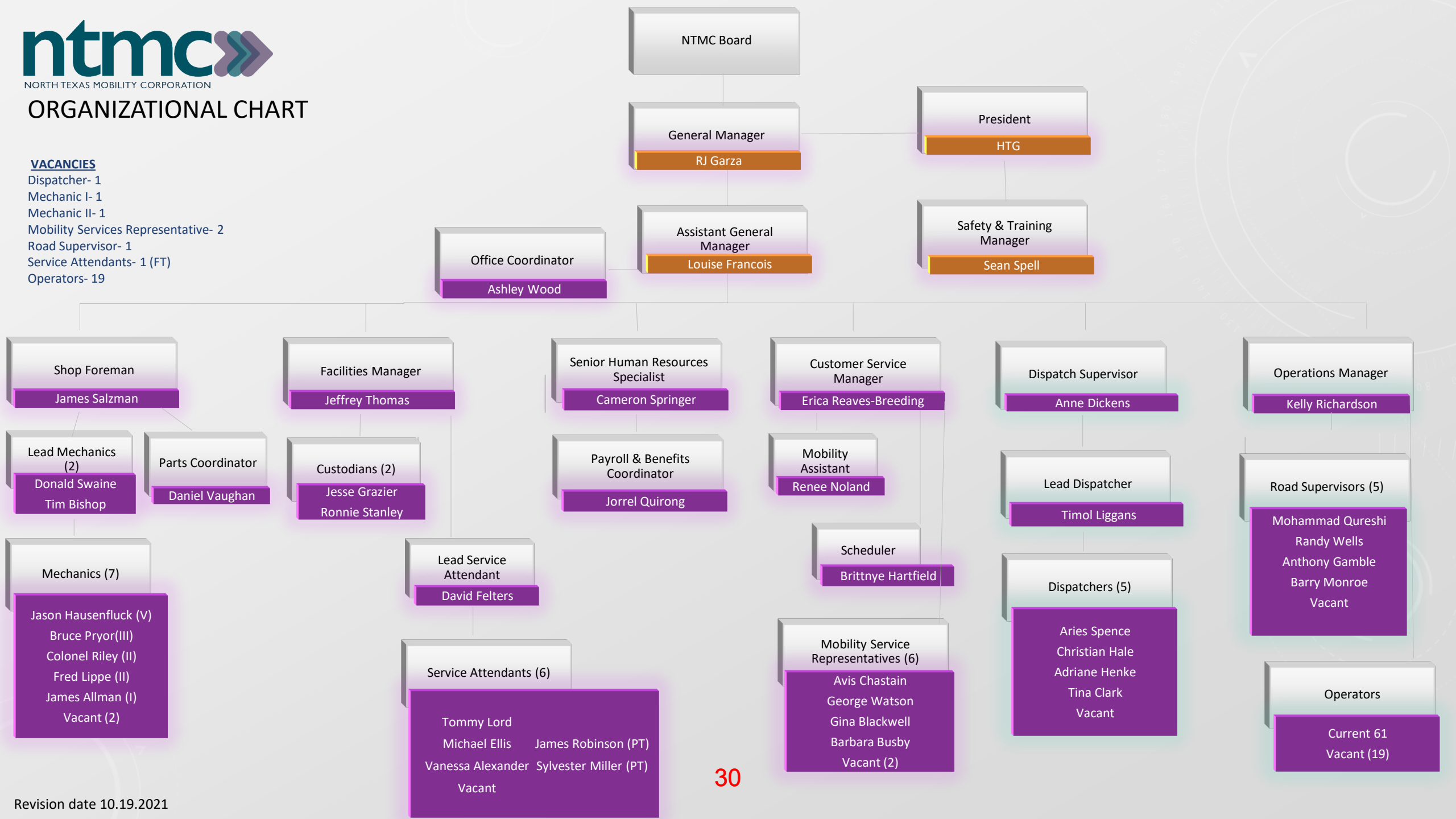
September 2021

Detailed Daily Report Date	FB Revenue			Pos Revenue					
	Date	Cash	Check	Daily Total	Date	Cash	Check	Credit Card	Daily Total
9/8/2021	9/1/2021	\$ 495.38	\$ 90.00	\$ 585.38	9/1/2021	\$ 15.00	\$ -	\$ -	\$ 15.00
9/8/2021	9/2/2021	\$ 419.09	\$ -	\$ 419.09	9/2/2021	\$ 1.50	\$ -	\$ 324.00	\$ 325.50
9/8/2021	9/3/2021	\$ 347.07	\$ 90.00	\$ 437.07	9/3/2021	\$ 78.00	\$ -	\$ 49.50	\$ 127.50
9/8/2021	9/4/2021	\$ 227.50	\$ -	\$ 227.50	9/4/2021	\$ -	\$ -	\$ -	\$ -
Sunday	9/5/2021	\$ -	\$ -	\$ -	9/5/2021	\$ -	\$ -	\$ -	\$ -
Holiday	9/6/2021	\$ -	\$ -	\$ -	9/6/2021	\$ -	\$ -	\$ -	\$ -
9/9/2021	9/7/2021	\$ 416.98	\$ 60.00	\$ 476.98	9/7/2021	\$ 11.25	\$ -	\$ 133.00	\$ 144.25
9/9/2021	9/8/2021	\$ 240.98	\$ -	\$ 240.98	9/8/2021	\$ 6.00	\$ -	\$ 147.00	\$ 153.00
	9/9/2021	\$ 503.02	\$ 90.00	\$ 593.02	9/9/2021	\$ 6.00	\$ -	\$ 48.00	\$ 54.00
	9/10/2021	\$ 432.51	\$ 30.00	\$ 462.51	9/10/2021	\$ 1.50	\$ -	\$ 4.50	\$ 6.00
	9/11/2021	\$ 183.42	\$ -	\$ 183.42	9/11/2021	\$ -	\$ -	\$ -	\$ -
Sunday	9/12/2021	\$ -	\$ -	\$ -	9/12/2021	\$ -	\$ -	\$ -	\$ -
	9/13/2021	\$ 393.51	\$ 30.00	\$ 423.51	9/13/2021	\$ 74.00	\$ -	\$ 57.00	\$ 131.00
	9/14/2021	\$ 296.63	\$ -	\$ 296.63	9/14/2021	\$ 35.00	\$ -	\$ 4.50	\$ 39.50
	9/15/2021	\$ 478.06	\$ 180.00	\$ 658.06	9/15/2021	\$ 30.00	\$ -	\$ 20.00	\$ 50.00
	9/16/2021	\$ 247.79	\$ -	\$ 247.79	9/16/2021	\$ 10.50	\$ -	\$ -	\$ 10.50
	9/17/2021	\$ 340.95	\$ 120.00	\$ 460.95	9/17/2021	\$ 3.00	\$ -	\$ 171.00	\$ 174.00
	9/18/2021	\$ 118.42	\$ -	\$ 118.42	9/18/2021	\$ -	\$ -	\$ -	\$ -
Sunday	9/19/2021	\$ -	\$ -	\$ -	9/19/2021	\$ -	\$ -	\$ -	\$ -
	9/20/2021	\$ 540.08	\$ 150.00	\$ 690.08	9/20/2021	\$ 8.25	\$ -	\$ 237.50	\$ 245.75
	9/21/2021	\$ 332.09	\$ -	\$ 332.09	9/21/2021	\$ 6.00	\$ -	\$ 108.00	\$ 114.00
	9/22/2021	\$ 374.82	\$ 30.00	\$ 404.82	9/22/2021	\$ 3.00	\$ -	\$ 27.00	\$ 30.00
	9/23/2021	\$ 253.52	\$ -	\$ 253.52	9/23/2021	\$ 12.00	\$ -	\$ 29.25	\$ 41.25
	9/24/2021	\$ 233.30	\$ 60.00	\$ 293.30	9/24/2021	\$ 32.00	\$ -	\$ 177.00	\$ 209.00
	9/25/2021	\$ 96.35	\$ 30.00	\$ 126.35	9/25/2021	\$ -	\$ -	\$ -	\$ -
Sunday	9/26/2021	\$ -	\$ -	\$ -	9/26/2021	\$ -	\$ -	\$ -	\$ -
	9/27/2021	\$ 481.90	\$ 30.00	\$ 511.90	9/27/2021	\$ 30.00	\$ -	\$ 63.00	\$ 93.00
	9/28/2021	\$ 380.21	\$ -	\$ 380.21	9/28/2021	\$ 30.50	\$ -	\$ 28.50	\$ 59.00
	9/29/2021	\$ 451.35	\$ 60.00	\$ 511.35	9/29/2021	\$ 9.00	\$ -	\$ 207.00	\$ 216.00
10/4/2021	9/30/2021	\$ 374.74	\$ 30.00	\$ 404.74	9/30/2021	\$ 36.00	\$ -	\$ 164.00	\$ 200.00
		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -		\$ -	\$ -	\$ -	\$ -
	Total	\$ 8,659.67	\$ 1,080.00	\$ 9,739.67		\$ 438.50	\$ -	\$ 1,999.75	\$ 2,438.25

ORGANIZATIONAL CHART

VACANCIES

- Dispatcher- 1
- Mechanic I- 1
- Mechanic II- 1
- Mobility Services Representative- 2
- Road Supervisor- 1
- Service Attendants- 1 (FT)
- Operators- 19



LAST REVISED ON: OCTOBER 19, 2021



RETENTION, RECOGNITION, REFERRAL PLAN

NORTH TEXAS MOBILITY CORPORATION/DENTON COUNTY TRANSPORTATION AUTHORITY
1101 TEASLEY LANE
DENTON, TEXAS 76205

RETENTION, RECOGNITION, REFERRAL PLAN

Use the Retention, Recognition and Referral Plan to identify the action items and expectations surrounding maintaining a great environment and keeping employees happy, healthy, and engaged.

PLAN OVERVIEW

Practice:	Name
Name of Campaign:	Retention, Recognition and Referral Plan
Campaign Manager:	RJ Garza, <i>General Manager</i> , and Louise Francois, <i>Assistant General Manager</i>

OBJECTIVE

The overall objective is to create a culture that shows operators and staff that we care about their job every day and how it benefits the company and the community they serve and reside in. To bring in new eager faces into the organization that will help provide exceptional service to the customers of Denton County.

TARGET MARKET

The current ideas on who to market to:

- Veterans
- Other drivers from other organizations (private or public)
- People within the general community populations
- University Students (UNT, TWU, NCTC)

Ideas on ways to retain/appreciate employees:

- Referral Bonus Timeline for both current and incoming operators
- Competitive Wages for both CDL and Non-CDL Drivers
- Kudos (branded thank you cards, shout-outs on the Outstanding Operator Board, etc.)
- Candy Shuffles, Operator Thank you Luncheon, movie tickets, sporting event tickets, safety breakfasts, etc.
- In house CDL training for non-CDL operators
- Goodie Bags
- Push out thank you (management team on site to see every driver going out for the day)
- Ticket system, either to raffle or acknowledge a job well done
- Discount incentive program in the community (restaurants and other things that our employees may use tires, moving company, etc.)
- Engagement, getting everyone to know something about another person, and developing a family unit within the workplace

BUDGET

Current:

- Recognition Items \$392.00 (ACCT. 700-50940)
- Referral Bonus \$750.00 for any staff/operator who refers an Operator (CDL/NON-CDL) All Operators must maintain an active working status for the referring employee to receive the Bonus. Three (3) installments of \$250 (first paycheck when released into revenue service, three (3) months, and six (6) months)
- Sign-on Bonus: \$500.00 for Non-CDL and \$1,000.00 CDL 3 installments of (first paycheck when released into revenue service, three (3) months, and six (6) months)

IMPLEMENTED AS OF SEPTEMBER 1, 2021

- Retention Incentive Bonus for Active Operators \$1000.00

IMPLEMENTED AS OF OCTOBER 3, 2021

- Training Pay Rate:
 - Non-CDL \$14.00
 - CDL \$15.50

IMPLEMENTED AS OF OCTOBER 12, 2021

- Sign-on Bonus
 - Non-CDL \$500.00
 - CDL \$1000.00

RECOMMENDATIONS FOR CONSIDERATION

- Sign-on Bonus
 - Recommending increasing the NON-CDL sign-on bonus to \$750.00 (1st paycheck (\$187.50); released into revenue service (\$187.50); six (6) months (\$187.50); twelve (12) months (\$187.50)
 - Recommending increasing the CDL sign-on bonus to \$1500.00 (1st paycheck (\$150.00); released into revenue service (\$350.00); six (6) months (\$500.00); twelve (12) months (\$500.00)
- Recognition Items
 - Recommending increasing the recognition budget (ACCT. 700-50940) from \$392.00 to \$1,500.00
 - The employee of the year gift item (TBD at a later date)