



**Northern Arizona Intergovernmental Public Transportation Authority**

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NOTICE AND AGENDA OF PUBLIC MEETING AND POSSIBLE  
EXECUTIVE SESSION OF THE BOARD OF DIRECTORS (BOD)  
OF THE NORTHERN ARIZONA INTERGOVERNMENTAL  
PUBLIC TRANSPORTATION AUTHORITY

Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the Board of Directors of the Northern Arizona Intergovernmental Public Transportation Authority (“NAIPTA”) and to the general public that the Board will hold a meeting on:

Wednesday, January 18, 2017  
10:00am  
NAIPTA VERA Room  
3773 N. Kaspar Dr.  
Flagstaff, AZ 86004

Unless otherwise noted, meetings held in the Conference Room are open to the public. This is a WEB BASED meeting. Members of the Board of Directors may attend in person, by telephone or internet conferencing. Public may observe and participate in the meeting at the address above.

**The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from NAIPTA’s attorney on any matter listed on the agenda pursuant to A.R.S. § 38-431.03(A)(3). The executive session may be held at any time during the meeting. Executive sessions are not open to the public, pursuant to Arizona Open Meeting Law.**

**Pursuant to the Americans with Disabilities Act, persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the Clerk of the Board of Directors at 928-679-8922 (TTY Service 800.367.8939). Requests should be made as early as possible to allow time to arrange the accommodation.**

The agenda for the meeting is as follows:

-pages 1-4

1. CALL TO ORDER
2. ROLL CALL AND INTRODUCTIONS



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- 3. APPROVAL OF MINUTES:
  - a. Board Meeting 11/16/2016 -pages 5-10
  - b. Board and TAC Advance 12/1/2016 -pages 11-14

## 4. CALL TO THE PUBLIC

The public is invited to speak on any item or any area of concern that is within the jurisdiction of the NAIPTA Board. Comments relating to items on the agenda will be taken at the time the item is discussed. The Board is prohibited by the Open Meeting law from discussing, considering or acting on items raised during the call to the public, but may direct the staff to place an item on a future agenda. Individuals are limited to a five-minute presentation.

## CONSENT ITEMS:

All matters under Consent Agenda are considered by the Board of Directors to be routine and will be enacted by a single motion APPROVING THE CONSENT AGENDA. If discussion is desired on any particular consent item, that item will be removed from the consent agenda and will be considered separately. All items on the Consent Agenda with financial impact have been budgeted.

- 5. APPROVE 5-YEAR EXTENSION OF THE LEASE AGREEMENT WITH THE CITY OF FLAGSTAFF -pages 15-17  
-Heather Dalmolin, Administrative Director  
Staff recommends the Board of Directors approve the 5-year extension of the Lease Agreement with the City of Flagstaff for the NAIPTA's Comfort Station/Breakroom located near the Downtown Connection Center on Phoenix Ave for a cost not to exceed \$1.00 per year.
- 6. APPROVE FOURTH AMENDMENT TO TRANSITFARE AND SYSTEMS LTD CONTRACT -pages 18-23  
-Heather Dalmolin, Administrative Director  
Staff recommends the Board of Directors approve the Fourth Amendment to TransitFare and Systems Ltd contract for system upgrades and additional contract capacity for system customization in FY2017, in the amount not to exceed \$56,025.



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**DISCUSSION / ACTION ITEMS:**

**7. PUBLIC HEARING – COUNTY TAXI VOUCHER PROGRAM**

-Jeff Meilbeck, CEO and General Manager -pages 24-27  
Staff recommends the Board of Directors consider changes to the County Taxi Voucher Program and open a public comment period to conclude February 15, 2017.

**8. STRATEGIC POLICY AND ANNUAL STRATEGIC WORKPLAN**

-Jeff Meilbeck, CEO and General Manager -pages 28-37  
Staff recommends the Board of Directors consider, revise and adopt an annual Strategic Workplan.

**9. TRANSPORTATION PLANNING AND FUNDING UPDATE**

-Jeff Meilbeck, CEO and General Manager -page 38  
The Board may take action, but no recommendation is being made.

**10. ADVERTISING POLICY**

-Jacki Lenners, Marketing Manager -pages 39-57  
Staff recommends the Board of Directors make no changes to the advertising policy and program for FY2018.

**11. NAIPTA'S 2017 5-YEAR TRANSIT PLAN OVERVIEW**

-Erika Mazza, Deputy General Manager -pages 58-60  
The Board may take action, but no action is needed and no recommendation is being made.

**12. TAC APPOINTMENTS**

-Rhonda Cashman, Clerk of the Board -pages 61-75  
Staff recommends the Board of Directors consider appointing a Business or Economic Development representative to the TAC and urge each designee or governing body to appoint an alternate member to the TAC, if it has not already been done, per the Rules of Procedure.

**13. MEETING CALENDAR REVIEW**

-Rhonda Cashman, Clerk of the Board -pages 76-80  
Staff recommends the Board of Directors review and provide direction regarding the FY2017 and FY2018 meeting dates.



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- 14. COCONINO COUNTY COMMUNITY COLLEGE PILOT PASS PROGRAM UPDATE -pages 81-84  
-Jacki Lenners, Marketing Manager  
Staff recommends the Board of Directors approve the continuation of the CCC Pilot Pass Program at the current level through FY2018.
- 15. PARKFLAG PILOT PASS PROGRAM -pages 85-87  
-Erika Mazza, Deputy General Manager  
Staff recommends the Board of Directors approve a Pilot Pass Program with ParkFlag, allowing ParkFlag to purchase ecoPasses for individual employees within the Downtown Parking District for a one-year trial period.

**PROGRESS REPORTS:**

- 16. WINSLOW TRANSIT PLAN -page 88  
-Kate Morley, Mobility Planner
- 17. SUMMARY OF CURRENT EVENTS  
-Jeff Meilbeck, CEO and General Manager
  - Mountain Express Ridership
  - New Year’s Eve Ridership
  - Community Transportation Association of America (CTAA) Policy Committee

**ITEMS FROM COMMITTEE AND STAFF:**

- 18. SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS  
The next Board meeting will be on Wednesday, February 15, 2016 and it will be a WebEx meeting based in Flagstaff in the NAIPTA VERA Conference room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. February agenda items will include but not be limited to HIPPA Plan, Financial Audit, Public Hearing - County Taxi Voucher Program, Passenger Fares, Quarterly Performance Report and Review Performance Measures. The February agenda will be available for review on NAIPTA’s website and at NAIPTA’s public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting, and should be consulted for a list of items that will come before the Board.

- 19. ADJOURNMENT



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**Board of Directors Minutes for Wednesday, November 16, 2016**

NAIPTA  
3773 N. Kaspar Dr.  
Flagstaff, AZ 86004

**NOTE:** IN ACCORDANCE WITH PROVISIONS OF THE ARIZONA REVISED STATUTES THE SUMMARIZED MINUTES OF NAIPTA BOARD MEETINGS ARE NOT VERBATIM TRANSCRIPTS. ONLY THE ACTIONS TAKEN AND DISCUSSION APPEARING WITHIN QUOTATION MARKS ARE VERBATIM.

The Board of Directors met in Regular Session on Wednesday, November 16, 2016 at 10:00 am in the NAIPTA VERA Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004.

This was a WEB BASED meeting. Members of the Board attended in person, by telephone or internet conferencing. The public was invited to observe and participate in the meeting at the address above.

**BOARD MEMBERS PRESENT:**

- Art Babbott (Chair), Board of Supervisors, Coconino County;
  - Scott Overton (Vice Chair), City Council, City of Flagstaff;
  - Celia Barotz, City Council, City of Flagstaff;
  - Rich Payne, Director of Residence Life, NAU;
  - Veronica Hipolito (Secretary), Dean of Students, CCC, designee
- \*Three of our five Board member seats must be present to constitute a quorum.  
\*\*The City of Flagstaff holds two seats.*

**BOARD MEMBERS EXCUSED:**

- Rich Bowen, Associate Vice President for Economic Development, NAU, alternate;
- Karla Brewster, City Council, City of Flagstaff, alternate;
- Matt Ryan, Board of Supervisors, Coconino County, alternate;
- Colleen Smith, President, CCC

**NAIPTA STAFF IN ATTENDANCE:**

- Jeff Meilbeck, CEO and General Manager;
- Erika Mazza, Deputy General Manager;
- Heather Dalmolin, Administrative Director;
- Jacki Lenners, Marketing Manager;
- Jon Matthies, IT Manager;
- Anne Dunno, Capital Project Manager;
- Kate Morley, Mobility Planner;
- Alicia Becker, Transit Planner;
- Rhonda Cashman, Clerk of the Board;
- Fredda Bisman, NAIPTA Attorney (via WebEx)



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**GUEST PRESENT:**

None.

1. CALL TO ORDER -Chair Babbott called the meeting to order at 10:01am.
2. ROLL CALL AND INTRODUCTIONS
3. APPROVAL OF MINUTES 10/19/2016

Director Payne moved to approve the October 19, 2016 meeting minutes. Secretary Hipolito seconded. All approved, none opposed. Motion carried.

4. CALL TO THE PUBLIC

No one came forth to speak during the call to the public.

**CONSENT ITEMS:**

All matters under Consent Agenda are considered by the Board of Directors to be routine and will be enacted by a single motion APPROVING THE CONSENT AGENDA. If discussion is desired on any particular consent item, that item will be removed from the consent agenda and will be considered separately. All items on the Consent Agenda with financial impact have been budgeted.

5. APPROVE THE FY2016 ANNUAL REPORT  
-Heather Dalmolin, Administrative Director  
Staff recommends the Board of Directors approve the FY2016 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA and by state law.
6. APPROVE FIRST AMENDMENT TO TRANSITFARE AND SYSTEMS LTD TRANSIT IT SOLUTIONS CONTRACT  
-James Wagner, Operations Director  
Staff recommends the Board of Directors approve the first amendment to TransitFare and Systems Transit IT Solutions contract for Real-time Arrival solution, Stop Annunciators and Wi-Fi routers on board the buses increasing the award amount by \$30,000.

Vice Chair Overton moved to approve Items 5 and 6 under the consent agenda. Director Barotz seconded. All approved, none opposed. Motion carried.

**DISCUSSION / ACTION ITEMS:**

7. STRATEGIC LONG RANGE AND TACTICAL PLANNING  
-Jeff Meilbeck, CEO and General Manager

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The Board may take action, but no recommendation is being made.

Mr. Meilbeck reviewed a PowerPoint presentation about NAIPTA's role in regional transportation planning with Board members. One of the graphics showed "nested" plans regarding the Vision for Flagstaff, the Regional Transportation Plan (RTP) and Project Specific Plans. The Flagstaff Regional Plan guiding principles were viewed, together with the requirement that the RTP must be consistent with the City's land use plan. The Flagstaff Metropolitan Planning Organization (FMPO) RTP Steering Committee's "Balance" Project Bundle was viewed. Some specific items are included. It was meant to be a beginning. Some next steps were offered. The One Page Plan – City Example was viewed again. This is how it all comes together from NAIPTA's perspective. Board members congratulated staff on the passage of Proposition 411. There was a recommendation from the Board to get buy in from other stakeholders so we are all moving in the same direction. Mr. Meilbeck stated NAIPTA can provide leadership with other agencies, to keep everyone on the same page. It will ultimately be a City decision. NAIPTA has a responsibility to be a part of the discussion of the RTP, but someone else from the City will need to be the leader; perhaps the FMPO. The Board agreed NAIPTA can keep it moving forward, but the FMPO or another group should take ownership and sell it. The Council is changing, so there will be a period of education. The Board supported continued discussion and forward momentum. Chair Babbott recapped the RTP process: a task force should be formed, agreement on language for an election in 2018, drill down the consensus and make it reasonable, with some items in the scope having to be let go. He recommended adding some specifics to the items on the One Page Plan. There was some discussion on specific RTP projects. New Council members will be sworn in on December 20<sup>th</sup>. The Board recommended the Council keep this item on their agenda as a high priority

### **8. STRATEGIC POLICY ADVANCE**

-Jeff Meilbeck, CEO and General Manager

The Board may take action, but no action is needed and no recommendation is being made.

Mr. Meilbeck reported our Advance last year was really the kickoff of the Regional Transportation Plan (RTP) with the FMPO. Now that Proposition 411 passed, NAIPTA has stability. Jim Charlier will be the facilitator and is highly qualified. He will contact all Board members and a few others for interviews. Mr. Meilbeck urged Board members to be candid with him. We have an opportunity for a very productive Advance. Mr. Meilbeck thanked them in advance for their time on December 1<sup>st</sup>. A lengthy discussion followed regarding collaboration of services with Northern Arizona University (NAU). The Board conclusion was to discuss this topic further at the Advance.

### **9. HORIZON AGENDA AND WORK SESSIONS**

-Jeff Meilbeck, CEO and General Manager



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The Board may take action, but no action is needed and no recommendation is being made.

Mr. Meilbeck opened the discussion on long-term “horizon” planning, with a discussion on the best way to deal with these issues. Chair Babbott stated his support for free-flowing policy discussions.

**10. 5310-5311 AWARD NOTIFICATION SUMMARY**

-Heather Dalmolin, Administrative Director

The Board may take action, but no action is needed and no recommendation is being made.

Per Ms. Dalmolin, the Budget Change Chart was pulled up on screen. She reviewed the programs and funding differences based on what was applied for versus what was received for 5310 and 5311 funds. Chair Babbott requested one sheet that summarizes Federal requirements and what is added value for Americans with Disabilities (ADA) and what type of client is served due to different modes, based on disability. Ms. Morley explained eligibility is based off one client list. If a client is eligible for one service, then the client is eligible for all Mountain Lift programs. Mr. Meilbeck said that a lot of data was presented because this kind of funding is very complex, and NAIPTA wants to be as transparent as possible.

**11. FY2017 BUDGET IMPACTS OF 5310 AWARD**

-Heather Dalmolin, Administrative Director

The Board may take action, but no action is needed and no recommendation is being made.

Ms. Dalmolin reported on each program affected by the grant awards. Some areas have a surplus and others have a deficit; but in the end, there are still savings to the City of Flagstaff. Funds get shifted between programs and City staff are aware of how it has been being done over the years. She wanted to bring it forward to the Board for the first time for their understanding.

**12. MOBILITY MANAGEMENT INVOLVEMENT – TAXI VOUCHER CASE STUDY**

-Kate Morley, Mobility Planner

Provide direction for staff on how the Board of Directors would like to engage in Mobility Management.

Ms. Morley reviewed a PowerPoint presentation with the Board. She is seeking direction from the Board regarding mobility management programs. Mountain Lift has a list of 400-500 approved clients. Use of the Taxi Voucher program is currently broken out into the City program used by 69 clients and the County program used by 53 clients. She gave an example of the program use by Williams clients. There was a question about how many clients are excluded due to many taxi companies lacking wheelchair capability for transporting clients. Perhaps the program could be simplified



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and she offered modifications as stated in the staff report. Trips involving distance, such as Williams, are the most difficult, and are not cost effective use of taxi vouchers. Fare and cap changes may be helpful. There may be ride share possibilities. Uber and Lyft are not in Flagstaff yet. There is a need for long term viability and it was suggested to have the Arizona Department of Transportation (ADOT) participate in discussions. Ms. Morley stated other agencies seem to be bundling their ADA services as one large application for funding. It was determined to have staff do the information gathering and then bring the policy discussion to the Board in a work session to allow adequate time. The Board went on to discuss the cap question. Per Ms. Morley, regarding ADA rules, service cannot be restricted, but it can be incentivized with taxi vouchers. Reviews of taxi companies are very positive. If the cap on taxi vouchers is removed, she thinks the taxi voucher program will increase versus use of Mountain Lift demand response service. User groups would need to be made aware of the change; promote "real time" benefit of using taxi vouchers as an incentive. Board action would need to be taken in the future and budget changes made for FY2018. Outreach should be done. Mr. Meilbeck stated this discussion was helpful.

### **PROGRESS REPORTS:**

#### **13. SUMMARY OF CURRENT EVENTS**

-Jeff Meilbeck, CEO and General Manager

- **State Funding Task Force**

Mr. Meilbeck said he didn't have much on this topic. Chair Babbott stated he went to the Governor's Blue Ribbon Transportation Task Force meeting last month. His presentation was on small Metropolitan Planning Organization (MPO) and small community transportation funding in general. He said Julie Pastrick, from the Flagstaff Chamber, is on that committee and it is very helpful to have someone who understands rural Arizona at the table.

- **Proposition 411 Outreach**

Mr. Meilbeck reported Proposition 411 passed with approximately 72 percent of the vote. Thank you for Board support of this effort.

- **Pilot Program for ParkFlag Transit Passes**

Mr. Meilbeck stated there will probably be some agreement with the City similar to what is being done at CCC. We are working with Karl Eberhard.

- **Coconino Community College (CCC) Pilot Pass Program Update**

Mr. Meilbeck noted there will be a meeting with CCC in December or January to see how the program is working. Ms. Lenners said the meeting with CCC is scheduled for December 16<sup>th</sup>. Ms. Becker has data and they will get CCC staff perspective. Secretary Hipolito stated parking is still a problem, but they are receiving good feedback on the program. Some students have said the pass is very helpful and they may not be able to attend classes without it. There has been approximately a 73 percent increase in the use of CCC stops.



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- Downtown Business Alliance and Stakeholders  
Mr. Meilbeck explained he has had meetings with some key members and invited them to participate in our 5 Year Plan.
- Shop 3 Corrective Action Update  
Mr. Meilbeck reported he approved a \$73,000 item; replacement of the insulation in Shop 3 with a better product.
- Parking Meters  
Vice Chair Overton stated the City Council approved the purchase of parking meters last night. They may get some push back. They need to sell the program. Chair Babbott said the County is a few spaces short. They are investigating if private homeowners may allow parking at residences.

## ITEMS FROM COMMITTEE AND STAFF:

### 14. SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

The Board and TAC Strategic Policy Advance is scheduled for Thursday, December 1, 2016, 9am – 4pm in the NAIPTA Training Room, 3825 N. Kaspar Drive, Flagstaff, AZ 86004. Parking will be available at NAIPTA’s Administrative Office, 3773 N. Kaspar Drive. Please plan to attend in person. Lunch will be provided. The public is invited to attend. The Advance agenda will be available for review on NAIPTA’s website and at NAIPTA’s public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting, and should be consulted for a list of items that will be discussed at the Advance.

The next Board meeting will be on Wednesday, January 18, 2016 and it will be a WebEx meeting based in Flagstaff in the NAIPTA VERA Conference room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. January agenda items will include but not be limited to HIPPA Plan, Financial Audit, Mountain Line Financial Projections, FY2018 Meeting Calendar Review, Advertising Policy, Passenger Fares and Quarterly Performance Report. The January agenda will be available for review on NAIPTA’s website and at NAIPTA’s public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting, and should be consulted for a list of items that will come before the Board.

### 15. ADJOURNMENT -Chair Babbott adjourned the meeting at 11:42pm.

\_\_\_\_\_  
Art Babbott, Chair NAIPTA Board of Directors

ATTEST:

\_\_\_\_\_  
Rhonda Cashman, Clerk of the Board



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## Board of Directors and Transit Advisory Committee Strategic Policy Advance Minutes for Thursday, December 1, 2016

NAIPTA, Shop 3, Training Room  
3825 N. Kaspar Drive  
Flagstaff, AZ 86004

**NOTE:** IN ACCORDANCE WITH PROVISIONS OF THE ARIZONA REVISED STATUTES THE SUMMARIZED MINUTES OF NAIPTA BOARD MEETINGS ARE NOT VERBATIM TRANSCRIPTS. ONLY THE ACTIONS TAKEN AND DISCUSSION APPEARING WITHIN QUOTATION MARKS ARE VERBATIM.

The Board of Directors and Transit Advisory Committee met in Joint Session on Thursday, December 1, 2016 at 9:00am in the Training Room in Shop 3 at NAIPTA, 3825 N. Kaspar Drive, Flagstaff, AZ 86004.

Members of the Board and TAC attended in person. The public was invited to observe and participate in the meeting at the address above.

### PRESENT:

#### BOARD MEMBERS PRESENT:

Art Babbott (Chair), Board of Supervisors, Coconino County;  
Scott Overton (Vice Chair), City Council, City of Flagstaff;  
Celia Barotz, City Council, City of Flagstaff;  
Rich Payne, Director of Residence Life, NAU;  
Veronica Hipolito (Secretary), Dean of Students, CCC, designee, arrival at 9:10am;  
Matt Ryan, Board of Supervisors, Coconino County, alternate, in attendance 10:30am-1pm  
*\*Three of our five Board member seats must be present to constitute a quorum.*  
*\*\*The City of Flagstaff holds two seats.*

#### BOARD MEMBERS EXCUSED:

Karla Brewster, City Council, City of Flagstaff, alternate;  
Rich Bowen, Associate Vice President for Economic Development, NAU, alternate;  
Colleen Smith, President, CCC

#### TAC MEMBERS PRESENT:

Lucinda Andreani, Deputy Public Works Director, Coconino County, alternate, arrival at 9:13am;  
Barbara Goodrich, Deputy City Manager, City of Flagstaff, designee left at 1:57pm;  
Shari Miller, Citizen Representative, City of Flagstaff;  
Dave Wessel, (Vice Chair), Manager, FMPO, left at 1pm;  
Erin Stam, (Chair), Director of Parking and Shuttle Services, NAU, designee;  
Mary Talentinow, Director of Purchasing and Auxiliary Services, CCC, designee



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*\*Five of our eight TAC member seats must be present to constitute a quorum.*

### TAC MEMBERS EXCUSED:

- Josh Copley, City Manager, City of Flagstaff;
- Stephanie Smith, Executive Assistant to the City Manager, City of Flagstaff, alternate;
- Cynthia Seelhammer, County Manager, Coconino County;
- Todd Madeksza, Government Relations Director, Coconino County, designee;
- Gillian Thomas, Citizen Representative, Coconino County;
- Paul Wagner, Citizen Representative, City of Flagstaff, alternate;
- Martin Ince, Multi-Modal Planner, FMPO, alternate;
- Tim Kinney, Business Representative, Northern Arizona Leadership Alliance

### NAIPTA STAFF IN ATTENDANCE:

- Jeff Meilbeck, CEO and General Manager;
- Heather Dalmolin, Administrative Director;
- James Wagner; Operations Director, left at 10:30am;
- Jacki Lenner, Marketing Manager;
- Lauree Battice, Business Manager;
- Kate Morley, Mobility Planner;
- Rhonda Cashman, Clerk of the Board;
- Fredda Bisman, NAIPTA Attorney

### GUESTS PRESENT:

- Jim Charlier, Facilitator;
- Steve Pauken, City Manager, City of Winslow;
- Jamie Whelan, City Councilmember Elect, in attendance until 10:15am;
- Joanne Keene, Chief of Staff, NAU, in attendance 9:10am and left at 1pm

## **9:00 Welcome, purpose of the Advance, brief review of progress on action items from last Advance**

Chair Babbott called the meeting to order at 9:05am. Self-introductions were done around the room. Mr. Meilbeck reviewed a PowerPoint presentation regarding status of workplan items with the group and he introduced our facilitator for the day, Jim Charlier.

### **Vision – ten-year horizon – major emphasis; five-year horizon – NAIPTA's highest priorities**

The first activity was devoted to NAIPTA's vision. The attendees were split up into four tables of five or six people for small group sessions. There was small group discussion and then reporting to all attendees on this topic.

### **Risks and Opportunities – oncoming trends, events, changes in operating environment, internal changes**



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The next session was devoted to identifying risks and opportunities. The attendees were again split up into four tables of five or six people for small group sessions. There was small group discussion and then reporting to all attendees on this topic. Each attendee was allowed three votes to pick their top three opportunities and risks combined.

### 11:30 Lunch — presentation: "Not Your Father's Transportation System"

Mr. Charlier's presentation began at approximately 11:55am.

#### Specific short term priorities – work we would need to begin within 18 months

#### 18-month action plan – list of specific actions to be undertaken

#### Defining and measuring success – quantitative and non-quantitative measures of success

The afternoon was devoted to determining NAIPTA priorities and how success will be measured. The ultimate goal is to develop and 18-month workplan. The attendees were split up into four tables of four or five people for small group sessions. There was small group discussion and then reporting to all attendees on this topic. Each attendee was allowed three votes to pick their top three priorities.

Mr. Charlier and Mr. Meilbeck will synthesize the information and bring it back to the Board and TAC in an 18-month action plan format for review and adoption.

### SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

The next TAC meeting is scheduled for Thursday, January 5<sup>th</sup> and will be a WebEx meeting based in Flagstaff in the NAIPTA VERA Conference room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. January agenda items will include, but not be limited to Meeting Calendar Review, Financial Audit, Strategic Workplan, Passenger Fares, Advertising Policy, Transportation Planning and Funding Update, 5 Year Transit Plan Update, HIPPA Plan, TAC Business or Economic Development Representative Appointment, Coconino Community College (CCC) Pilot Pass Program Update, Quarterly Performance Report and Winslow Transit Plan Update. The January agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting, and should be consulted for a list of items that will come before the TAC.

The next Board meeting is scheduled for Wednesday, January 18<sup>th</sup> and will be a WebEx meeting based in Flagstaff in the NAIPTA VERA Conference room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. January agenda items will include but not be limited to Meeting Calendar Review, Financial Audit, Strategic Workplan, Passenger Fares, Advertising Policy, Transportation Planning and Funding Update, 5 Year Transit Plan Update, HIPPA Plan, TAC Business or Economic Development Representative Appointment, Coconino



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Community College (CCC) Pilot Pass Program Update, Quarterly Performance Report and Winslow Transit Plan Update. The January agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting, and should be consulted for a list of items that will come before the Board.

**2:23 Adjourned**

\_\_\_\_\_  
Art Babbott, Chair NAIPTA Board of Directors

ATTEST:

\_\_\_\_\_  
Rhonda Cashman, Clerk of the Board



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**DATE PREPARED:** December 30, 2016

**MEETING DATE:** January 18, 2017

**TO:** Honorable Chairman and Members of the Board

**FROM:** Heather Dalmolin, Administrative Director

**SUBJECT:** Approve 5-year Extension of the Lease Agreement with the City of Flagstaff

### RECOMMENDATION:

Staff recommends the Board of Directors approve the 5-year extension of the Lease Agreement with the City of Flagstaff for the NAIPTA's Comfort Station/Breakroom located near the Downtown Connection Center on Phoenix Ave for a cost not to exceed \$1.00 per year.

### BACKGROUND:

The City of Flagstaff and NAIPTA have an IGA that details the general cooperative agreement between the two organizations for transit related plans and projects. The IGA includes use of the downtown parking facility on Phoenix Avenue used as a connection center that accommodates 6-8 buses at a time as well as parking for over 90 automobiles.

In FY2011, NAIPTA leased a portion of the nearby owned City of Flagstaff building and worked with City staff to design and construct an operator comfort station, break room and restroom facilities. NAIPTA paid for the improvements made and has leased the area since December 2011. The original lease was for 5-years and allowed for one 5-year extension.

The location continues to serve NAIPTA and staff as it is in close proximity to the Downtown Connection Center that is served by all NAIPTA routes. NAIPTA requested the extension as required within the Lease Agreement and the City approved the extension in November 2016.

### TAC DISCUSSION:

The Transit Advisory Committee concurred with recommendation without discussion.

### ALTERNATIVES:

- 1) Approve the 5-year extension of the City of Flagstaff Lease Agreement (**recommended**): Approving the extension allows NAIPTA to continue using the building as a staff breakroom and comfort station. The investment made in improvements and the location near the Downtown Connection Center make this site an ideal location for staff break and onsite management of operations.
- 2) Do not approve the recommendation (**not recommended**): If recommendation is not approved, staff will need to abandon the investment made, vacate the premises, and identify another site for staff break needs. This change could result in loss of break facilities while a search is conducted for another site and an increase in lease cost as Lease with City is of minimal cost of \$1 per year.



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**FISCAL IMPACT:**

The cost of the Lease Extension is within the FY2017 budget and will be paid for by transit taxes collected by the City of Flagstaff.

SUBMITTED BY:

APPROVED BY:

\_\_\_\_\_  
Heather Dalmolin  
Administrative Director

\_\_\_\_\_  
Jeff Meilbeck  
CEO & General Manager

**ATTACHMENTS:**

1. Extension Agreement

-page 17



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## EXTENSION OF COMMERCIAL LEASE

The City of Flagstaff, an Arizona municipal corporation ("Lessor") and the Northern Arizona Intergovernmental Public Transportation Authority, a corporate body and political subdivision of the State of Arizona ("NAIPTA" or "Lessee") hereby agree as follows:

1. That Commercial Lease entered into the 12<sup>th</sup> day of December 2011 for the property at 216 W. Phoenix, is hereby extended for an additional five (5) year term upon the same terms and conditions, commencing December 11, 2016 and continuing through December 11, 2021;
2. The contact information for NAIPTA shall be updated as noted in the letter attached hereto.

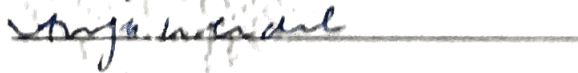
LESSOR CITY



Mayor



Attest by City Clerk



Approved as to form by City Attorney's Office

LESSEE NAIPTA

\_\_\_\_\_  
Chair

\_\_\_\_\_  
Clerk of the Board

Attachment: Letter dated October 3, 2016



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**DATE PREPARED:** January 10, 2016

**MEETING DATE:** January 18, 2017

**TO:** Honorable Chairman and Members of the Board

**FROM:** Heather Dalmolin, Administrative Director

**SUBJECT:** Approve Fourth Amendment to TransitFare and Systems Ltd Contract

### **RECOMMENDATION:**

**Staff recommends the Board of Directors** approve the Fourth Amendment to TransitFare and Systems Ltd contract for system upgrades and additional contract capacity for system customization in FY2017, in the amount not to exceed \$56,025.

### **RELATED STRATEGIC WORKPLAN OBJECTIVE**

- Guiding Principles
- ❖ Collaborate to enhance service delivery
- ❖ Strive for continuous improvement in all we do  
5 Year Horizon
- ❖ Apply imagination, creativity and innovation to improve the service we deliver

### **BACKGROUND:**

In December 2013, the Board awarded RFP 2014-104 and a subsequent contract for Automated Fare Collection System with Automatic People Counters to TransitFare & Systems Ltd. (TransitFare). The contract was for manufacture and delivery of fare collection systems as well as related installation and programming. The system includes a replacement fare box unit, a driver interface for electronic data collection, a pass validator for automating pass validation, and automatic people counters.

In June 2014, the Board approved the First Amendment to the TransitFare contract, which allowed for the procurement of fare media. In February 2015, the Board approved the Second Amendment, which allowed for additional system customization during the remaining months of FY2015.

NAIPTA approved the third amendment in FY2016 to upgrade the fare collection equipment and to provide cellular connectivity for communicating updates to fare consoles on buses and allow for infield updates to stored data on the console. Cellular data connections allow for updates to consoles in near real time, reducing the window for fraudulent use for passes and was a necessary step to move system towards being capable of online fare card reloading, fare product purchase online, and allow for introduction of both an e-purse/storage value fare card and introduce mobile ticketing.

The fourth amendment will allow for completion of the final pieces of fare collection system, including mobile ticketing, online pass sales/reloading, and e-purse/stored value fare card. This fourth amendment will include these final anticipated implementation steps for the fare collection system and allow for additional system customization as needed to continually improve processes and reporting.

### **TAC DISCUSSION:**

The Transit Advisory Committee concurred with recommendation without discussion.



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### ALTERNATIVES:

- 1) Approve recommendation for approval of Fourth Amendment (**recommended**): Approving the Fourth Amendment would permit system upgrades ensuring an increased level of customer service through additional fare options and allow for any needed system customization during FY2017.
- 2) Do not approve the recommendation (**not recommended**): If recommendation is not approved, we will not be able to add these new services as originally planned during procurement of the automated fare collection system.

### FISCAL IMPACT:

The cost of the projects in the Fourth Amendment are budgeted in FY2017 and will be paid for by transit taxes collected by the City of Flagstaff. The ongoing annual maintenance fees are planned expenses in FY2018 and beyond.

SUBMITTED BY:

APPROVED BY:

\_\_\_\_\_  
Heather Dalmolin  
Administrative Director

\_\_\_\_\_  
Jeff Meilbeck  
CEO & General Manager

### ATTACHMENTS:

1. Fourth Amendment, TransitFare contract -pages 20-23



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## FOURTH AMENDMENT TO AGREEMENT

THIS FOURTH AMENDMENT TO INDEPENDENT CONTRACTOR AGREEMENT is made and entered into effective as of the **1st day of July, 2016** (the “Effective Date”), by and between the Northern Arizona Intergovernmental Public Transportation Authority, a political subdivision of the State of Arizona (“NAIPTA”), and TransitFare and Systems Ltd., a limited liability company (the “Contractor”). NAIPTA and the Contractor are sometimes referred to in this THIRD Amendment collectively as the “Parties” and each individually as a “Party.”

### RECITALS:

A. The Parties entered into an Agreement for Automated Fare Collection System and Automatic People Counters dated December 5, 2013, a First Amendment dated May 1, 2014, a Second Amendment dated July 1, 2014, and a 3<sup>rd</sup> Amendment dated July 1, 2015 (collectively the “Agreement”). All capitalized terms used without definition in this Amendment shall have the definitions ascribed to them in the Original Agreement, as modified by this THIRD Amendment.

B. The Parties now desire to amend the Original Agreement upon the terms and conditions contained in this FOURTH Amendment.

### AGREEMENTS:

NOW, THEREFORE, for and in consideration of the covenants contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereby amend the Original Agreement as follows:

1. Section 2 Billing and Payment. The subsection ‘Fee’ is amended to include the following statement: “The fee is amended to add \$56,025 for system upgrades and ongoing system support.”
2. Section 3 Term of Agreement and Termination. The term of the agreement is amended to add the second of four additional 12 month periods. The amendment period ends on June 30, 2017.
2. Reaffirmation of Original Agreement. Except as amended by this FOURTH Amendment, the Original Agreement, the First Amendment, and the Second Amendment shall remain in full force and effect.
3. Counterparts. This FOURTH Amendment may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument, binding on all of the Parties. The Parties agree that this Amendment may be transmitted between them via facsimile. The Parties intend that the faxed signatures constitute original signatures and that a faxed agreement containing the signatures (original or faxed) of all the Parties is binding upon the Parties.

IN WITNESS WHEREOF, the Parties have executed this Amendment effective as of the Effective Date set forth above.

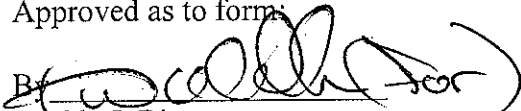
**NAIPTA, a political subdivision of the State of Arizona**

Date: \_\_\_\_\_

By: \_\_\_\_\_

Its: \_\_\_\_\_

Approved as to form:

By: 

Fredda J. Bisman  
Dickinson Wright PLLC  
General Counsel, NAIPTA

**TransitFare and Systems Ltd**

Date: \_\_\_\_\_

By: \_\_\_\_\_

Its: \_\_\_\_\_



TransitFare & Systems Ltd | Unit 11A, 165 East Beaver Creek Road, Richmond Hill, Ontario, L4B 2N2 | Phone: (416) 993-2503

**Jon Matthies**

NAIPTA  
3773 N Kaspar Dr  
Flagstaff, AZ 86004  
Attn: Jon Matthies  
Ph: 1 (928) 679-8919

**QUOTATION**

QTE20160921001

September 21, 2016

Contact	P.O. Number	Terms	Ship Via	Packages
Nazar Hossain	N/A	N30	Ground	0

Description	QTY	Unit Price
<b>Smart Card E-Purse module configuration:</b>		
<ul style="list-style-type: none"> <li>• Link to Regular / Discount Multi-Day Smart Card with following product validation priority:                             <ul style="list-style-type: none"> <li>○ Validate valid Current Pass</li> <li>○ Validate valid Transfer</li> <li>○ Activate available New Pass</li> <li>○ Validate available E-Purse</li> </ul> </li> <li>• Add Teller-Select Add Value product via TellerApp</li> <li>• Add E-Purse \$0.00 validation product</li> <li>• Add E-Purse \$1.25 validation product</li> <li>• Add E-Purse \$0.60 validation product</li> <li>• 3<sup>rd</sup> and subsequent validation to be zero-rated for same calendar day</li> <li>• Fare Console auto-print Low Balance warning at \$5.00 or less</li> <li>• Link all existing and active Regular / Multi-Day Smart Cards to the new E-Purse products</li> </ul>	1	\$6,825.00
<b>Smart Card E-Purse module:</b>		
<ul style="list-style-type: none"> <li>• 365-day fee</li> </ul>	1	\$1,680.00

Comments or special instructions
<p>All amounts in USD. Valid for 30 days. Estimated lead time 45 days, final estimated lead time confirmed at the time of order. Does not include applicable taxes (Federal, Provincial, State, Local, etc).</p>

All prices in U.S. Dollars. Prices do not include applicable taxes (Federal, Provincial, State, Local, etc).

Rider Portal Component, Module, Feature			
Line	Component, Module, Feature	Cost Type	Cost
1	Rider Portal, General System Configuration (Public Portal, Back Office, Firmware)	Fixed, one-time	\$11,200
<del>2a</del>	<del>Rider Portal, Period Pass Configuration</del>	<del>Fixed, one-time</del>	<del>\$4,800</del>
<del>2b</del>	<del>Rider Portal, E-Purse Configuration</del>	<del>Fixed, one-time</del>	<del>\$9,800</del>
2c	Rider Portal, Period Pass + E-Purse Configuration	Fixed, one-time	\$11,200

All prices in U.S. Dollars. Prices do not include applicable taxes (Federal, Provincial, State, Local, etc). Based on current rates, subject to change.

Ongoing Costs			
Line	Component, Module, Feature	Cost Type	Cost
<del>3a</del>	<del>Rider Portal, Annual 365-day Fee, Period Pass (1-day pass, 30-day pass)</del>	<del>Annual</del>	<del>\$7,250</del>
<del>3b</del>	<del>Rider Portal, Annual 365-day Fee, E-Purse</del>	<del>Annual</del>	<del>\$6,485</del>
3c	Rider Portal, Annual 365-day Fee, Period Pass + E-Purse	Annual	\$10,501
4	Transaction fee	Per transaction	\$0.30
5	Credit card rate	Per transaction	3.50%





# Northern Arizona Intergovernmental Public Transportation Authority

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**DATE PREPARED**      January 6, 2017

**MEETING DATE:**      January 18, 2017

**TO:**                      Honorable Chairman and Members of the Board

**FROM:**                 Jeff Meilbeck, CEO and General Manager

**SUBJECT:**             Public Hearing - County Taxi Voucher Program

### RECOMMENDATION:

Staff recommends the Board of Directors consider changes to the County Taxi Voucher Program and open a public comment period to conclude February 15, 2017.

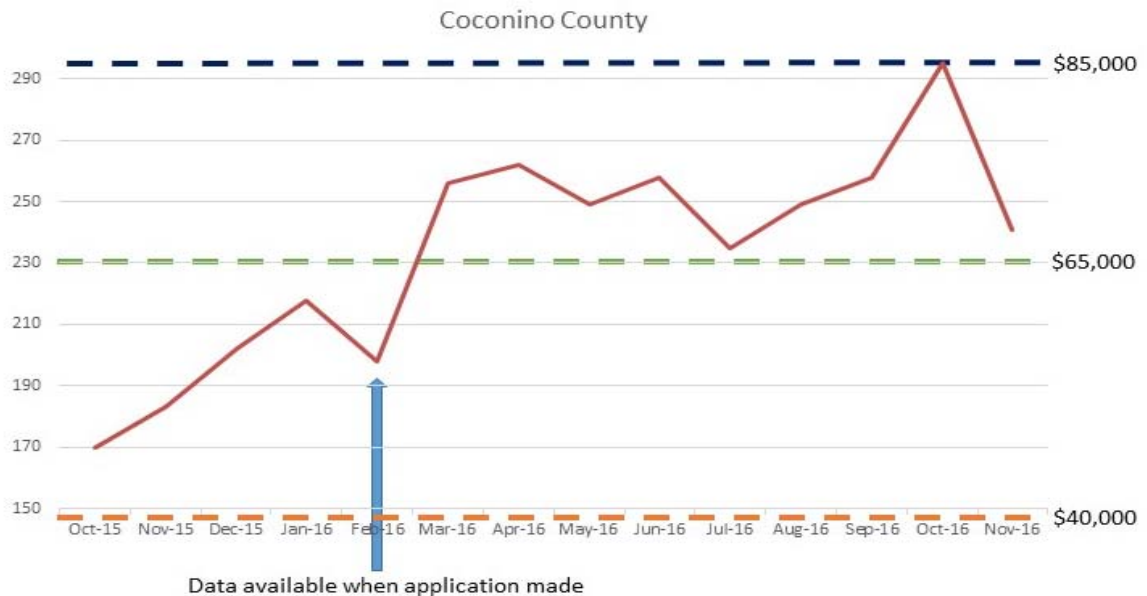
### RELATED STRATEGIC WORKPLAN OBJECTIVE:

#### Guiding Principles:

- ❖ Strive for continuous improvement in all we do
- ❖ Be fiscally responsible and responsive to changing demographics

### BACKGROUND:

As presented at the November 16, 2016 NAIPTA Board meeting, demand for the County Taxi Voucher Program has been increasing at a rate which exceeds available funding in the program. Review of ridership through November 2016 indicates that NAIPTA will not be able to sustain 12 trips per month per person as previously committed to.



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**Funding:**

The County Taxi Voucher program is funded through Section 5310 with a \$20,000 local match from Coconino County and \$20,000 from ADOT. The NAIPTA Board approved reallocation of an additional \$25,000 from City of Flagstaff revenues to support the program for a total program of \$65,000. In November, NAIPTA expected to be able to maintain the program at the current service levels with this funding. However, new data shows unexpected growth in ridership. NAIPTA now projects that current levels of service cannot be maintained through the end of the fiscal year.

**Shared Mobility Policy:**

In addition to the above funding shortfall, on December 8<sup>th</sup> the FTA released new guidelines on shared mobility which include that it is not acceptable to provide a service to ambulatory customers if it is not available to non-ambulatory ones. In Flagstaff, one taxi company with an ADA vehicle and Mountain Lift both meet this requirement. However, Williams Taxi does not offer a wheelchair accessible vehicle and therefore the program in Williams does not meet the intent of these policy guidelines.

**Action for Consideration:**

All of the following actions require compliance with NAIPTA's Title VI policy, which includes holding a hearing to open a 30-day public comment period on the proposed modifications to the County Taxi Voucher Program (below).

1. **Cut service outside of the NAIPTA boundary in March in order to extend the reach of the program within the NAIPTA service area through the end of the fiscal year (Recommended).**

This recommendation prioritizes service in the NAIPTA boundary.

- Projected cost: \$ 65,400 (based on current funding obligations).
- Williams taxi accounts for 47% of program costs (\$36,000).
- Service in NAIPTA boundary costs \$3200/ month or \$38,400 annually (going forward).
- Assumes Taxi company will commit to provide ADA service in NAIPTA boundary.

2. **Continue until money runs out, projected to be in April (Not Recommended).** This option leaves all users without any level of service for a projected time period of two months and long-term sustainability of the program is not addressed.

3. **Do not allow new users into the program (Not Recommended).** The program is already experiencing a funding shortfall with existing users and so would limit budget impacts but not resolve the underlying issue.

4. **Cut the number of trips per person to six trips per month in March, as was done in 2015 (Not recommended).** This option allows all users to continue to receive some level of service throughout the year.

- Projected cost: \$64,800 (based on current funding obligations)
- Assumes William Taxi will provide wheelchair accessible service.

5. **Find additional funding (Not recommended).** This may be a long term recommendation but will not be timely enough to solve the current funding shortfall.



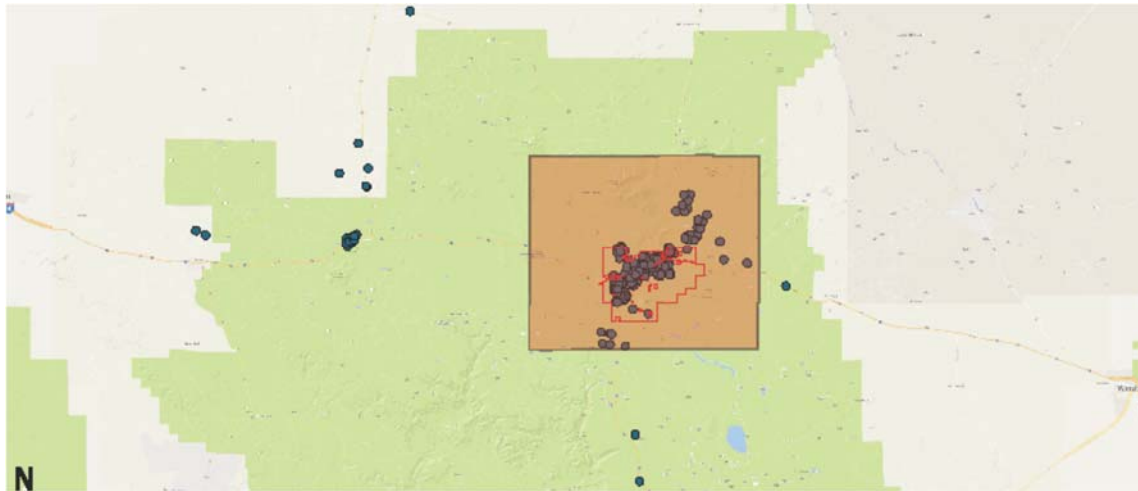


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### Impacts:

Most affected by this recommendation is the City of Williams where approximately 23 people use the program and about 50% of those trips come into the City of Flagstaff at a taxi fare of \$90 or more. Another 10-15 people outside the NAIPTA boundary would also be affected. Vocal proponents of the 12 trips/month remain active in commenting on the need to sustain 12 trips per month.



Mountain Lift client addresses. NAIPTA boundary shown in orange.

### Additional Steps:

NAIPTA has published legal notices, notified interested agencies and mailed all users of the program regarding the comment period. Staff will continue to work with agencies in the outlying areas of the county to find ways to provide transportation solutions. Potential for collaboration exists with Coconino County Community Services, North Country HealthCare, the City of Williams, NAU Senior Companions and others.

Staff will return to the NAIPTA Board later this spring with additional City and County Taxi Voucher programmatic changes for FY2018 including proposals for changes to the number of trips, fare, and value of vouchers.

### ALTERNATIVES:

1. Consider changes to the County Taxi Voucher Program and open a public comment period to conclude at the February 15<sup>th</sup> NAIPTA Board meeting (**Recommended**). Opening a public comment period is in compliance with NAIPTA's Title VI policy and will allow the Board to take action at the next meeting if they so choose.
2. Do not consider changes to the County Taxi Voucher Program and do not open a public comment period (**Not Recommended**). Not opening a public comment period will prevent the Board from making changes to the County Taxi Voucher program.



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**TAC DISCUSSION:**

The TAC acknowledge the difficult decision but was supportive of the recommendation. The TAC suggested continuing to collaborate with others to help people find transportation options.

**FISCAL IMPACT:**

Opening public comment will have no fiscal impact. Reducing the service area for the County Taxi Voucher program will result in a projected \$12,000 expenditure reduction in FY17. Savings in future years are predicted to be \$36,000. Total program costs in future years are projected to be about \$40,000, consistent with the 5310 award ADOT has historically granted the program.

**SUBMITTED BY:**

---

Jeff Meilbeck  
CEO and General Manager



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**DATE PREPARED:** January 6, 2016  
**MEETING DATE:** January 18, 2017  
**TO:** Honorable Chairman and Members of the Board  
**FROM:** Jeff Meilbeck, CEO and General Manager  
**SUBJECT:** Strategic Policy and Annual Strategic Workplan

**RECOMMENDATION:**

**Staff recommends the Board of Directors** consider, revise and adopt an annual Strategic Workplan.

**BACKGROUND:**

The Board and TAC met on December 1, 2016 for a Strategic Advance. The meeting was well-attended and included all NAIPTA member agencies as well as guests from the FMPO and the City of Winslow. The meeting agenda and summary of group comments are attached to this staff report as reference.

**TAC RECOMMENDATION:**

TAC members suggested that item 4 should be changed from “defer” to “partner”. I have left it as “defer” because this seemed like a clear distinction from the Board. I believe that NAIPTA needs to be careful to recognize the City’s leadership on this issue.

TAC members also suggested that Item 8, “establish a universal access pass program to increase ridership” was not clear direction from the Board. I have changed the wording for discussion with the Board.

**ALTERNATIVES:**

- 1) Adopt a Strategic Workplan. This alternative will provide clarity of direction to NAIPTA activities and initiatives over the next 18 months.
- 2) Delay adoption of a Strategic Workplan. This alternative will provide more time to refine the workplan in a manner that clearly reflects direction from the Board.
- 3) Do not adopt a Strategic Workplan (not recommended). This alternative is not recommended because it would delay establishing clear direction for NAIPTA.

**FISCAL IMPACT:**

Adopting a Strategic Workplan has no immediate costs, but implementation of the respective projects will have financial impacts. However, the details of those impacts will be explored further on a case by case basis prior to implementation of any particular project. In other words, it can be assumed that all goals and objectives within the Strategic Workplan will be brought forth in a manner that fully explores the financial impacts prior to implementation.

**SUBMITTED BY:**

\_\_\_\_\_  
Jeff Meilbeck  
CEO and General Manager

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## ATTACHMENTS:

- 1) Strategic Advance Agenda -page 30
- 2) Strategic Advance Summary (Draft) -pages 31-36
- 3) 18 Month Strategic Workplan (Draft) -page 37



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**Board and TAC Strategic Policy Advance**

**Thursday, December 1, 2016**

**9am – 2:30pm**

**NAIPTA Training Room**

**3825 N. Kaspar Drive**

**(Parking at 3773 N. Kaspar Drive)**

**Flagstaff, AZ 86004**

**AGENDA**

- 9:00 Welcome, purpose of the Advance, brief review of progress on action items from last Advance
- 9:30 Vision – ten-year horizon – major emphasis; five-year horizon – NAIPTA's highest priorities
- 10:30 Risks and Opportunities – oncoming trends, events, changes in operating environment, internal changes
- 11:30 Lunch — presentation: "Not Your Father's Transportation System"
- 1:00 Specific short term priorities – work we would need to begin within 18 months
- 1:30 18-month action plan – list of specific actions to be undertaken
- 2:00 Defining and measuring success – quantitative and non-quantitative measures of success
- 2:30 Adjourn



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## 18-Month Action Plan Report NAIPTA Strategic Advance

December 12, 2016

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### **STRATEGIC ADVANCE OVERVIEW**

NAIPTA's "strategic advance" was held on December 1, 2016. The purpose of the event was to review and refresh NAIPTA's vision, mission and 18-month priorities in a collaborative setting with Board members, TAC members, staff and representatives of partner organizations. Participants included:

- NAIPTA Board Members
    - Art Babbott
    - Matt Ryan
    - Scott Overton
    - Celia Barotz
    - Richard Payne
    - Veronica Hipolito
  - Transit Advisory Committee Members/Alternates
    - Lucinda Andreani
    - Barbara Goodrich
    - Shari Miller
    - Erin Stam
    - Mary Talentinow
    - Dave Wessel
  - Other Stakeholders
    - Steve Pauken, City Manager, Winslow
    - Jamie Whelan, City Councilor-Elect
    - Joanne Keene, Chief of Staff, NAU
  - Staff
    - Jeff Meilbeck, CEO and General Manager
    - Rhonda Cashman, Clerk of the Board
    - James Wagner, Operations Director
    - Heather Dalmolin, Administrative Director
    - Lauree Battice, Business Manager
    - Jacki Lenner, Marketing Manager
    - Kate Morley, Mobility Planner
  - Facilitator
    - Jim Charlier, Charlier Associates, Inc.
-



## 18-Month Action Plan Report NAIPTA Strategic Advance

December 12, 2016

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### **OUTCOME OF THE ADVANCE: NAIPTA 18-MONTH ACTION PLAN**

NAIPTA's priorities over the next year and a half will include the following actions. These actions are not listed in order, as the agency will apply an opportunistic, adaptive approach that involves working closely with partners and being aware of emerging trends, opportunities and challenges.

Specific actions are identified in six categories:

- 2018 City Transportation Tax Renewal
  - High-Capacity, Express Bus Service
  - NAIPTA Leadership Succession
  - Five-Year Transit Plan Update
  - Marketing and Communication Outreach
  - Planning Partnerships and Collaboration
- 

#### *2018 City Transportation Tax Renewal*

- Respect the roles of City government and the Citizens' Review Commission while at the same time being proactive and entrepreneurial.
  - Work with the City and other partners to develop a renewal strategy recognizing that transit might be included in the renewal or separate from the renewal, and that transit funding might not be presented to the voters in 2018.
  - Ensure that planning for the renewal package considers needs for all modes of travel and addresses effectiveness of various strategies for meeting those needs.
  - Help the City to ensure that equity and broad-based economic opportunities are clearly reflected in the proposed renewal package.
-



## 18-Month Action Plan Report NAIPTA Strategic Advance

December 12, 2016

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### *High-Capacity Transit (HCT – formerly BRT)*

- Identify cost, congestion mitigation and other performance objectives and compare potential HCT service to other potential means of achieving the same objectives (by June 2017).
  - Complete a value analysis of potential HCT service corridor(s) relative to other potential bus service enhancements: increased frequencies, extended hours of service, etc.
  - Test public understanding and acceptance of HCT service in Flagstaff.
- If HCT meets the above objectives and represents a net positive value proposition relative to other alternatives, complete the environmental review and conceptual design of HCT service in Flagstaff.
- If NAIPTA determines that it should proceed with development of HCT service, work with the City and other partners to address funding sources for HCT service, including potential inclusion in the 2018 City Transportation Tax Renewal and related strategies.

### *NAIPTA Leadership Succession*

- Develop a plan to ensure ongoing development of senior staff and continued excellence in the CEO/General Manager position.
- Plan for a nation-wide search for the CEO/General Manager position when that time comes.

### *Complete a Five-Year Transit Plan Update (by December 2017)*

- Take a zero-based approach to route and service design.
  - Address the role that transportation network companies (Uber, Lyft, etc.) could play in mobility in and around Flagstaff and develop a policy guiding consideration of potential partnerships with TNCs (Transportation Network Companies, e.g., Uber and Lyft) based on measurable objectives.
  - Address potential increased frequency, new service areas, extended service hours, and neighborhood connectors.
  - Explore regional services and partnerships, including along the I-40 corridor,
  - Clarify our intentions for transit service outside the City of Flagstaff by developing a policy for how we will evaluate and prioritize regional service requests.
-



## 18-Month Action Plan Report NAIPTA Strategic Advance

December 12, 2016

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- Consider establishing park ‘n rides near existing stops as a strategy to increase ridership.
- Evaluate Mountain Link services and changes in demand, and determine how increased service should be funded.
- Undertake specific transit planning for the J. W. Powell corridor and development in that part of the City.
- Evaluate opportunities for coordination with other transit providers.

### *Marketing and Communication Outreach*

- Undertake an expanded outreach to the Flagstaff area public to determine the level of awareness of NAIPTA services and key transit opportunities and choices.
- Develop new marketing approaches to growing ridership on existing routes, including outreach to specific market segments – students, employers and employees, and others. Track performance of this effort through on-board surveys and related means.
- Consider developing an expanded pass program, including universal (multimodal) passes, bulk-rate discounted employee/student passes, and emerging technologies for payment and proof of payment.
- Consider establishing a downtown customer service presence.

### *Planning Partnerships and Collaboration*

- Evaluate ways to increase transportation planning collaboration among the City, NAU and the MPO, and consider the possibility of hiring joint planning staff (by October 1, 2017).
  - Work with the City and County to establish a formal process for developer “buy in” to transit system improvements required or proposed to serve new developments.
  - Formalize NAIPTA involvement in City and County development review processes.
  - Work with the development and building community to undertake an evaluation of “utility-based” approaches to including new development in funding transit system improvement, including potential impact fees, value-capture benefit districts, and similar techniques.
-





## 18-Month Action Plan Report NAIPTA Strategic Advance

December 12, 2016

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### **STRATEGIC ADVANCE NOTES**

This section provides a record of work by participants during the advance. Participants worked in four groups on three assignments:

- Vision – customer window analysis
- Opportunities and Risks
- 18-Month Priorities

#### **5-Year and 10-Year Vision**

The Vision exercise in the morning was designed to provide a way for participants to learn about and discuss each others' general hopes, expectations and concerns for the 5-year and 10-year future of NAIPTA.

#### **Opportunities and Risks**

This discussion by breakout groups focused on internal and external opportunities and risks. Rank-order voting identified ideas of greatest interest and concern to participants.

1. (Opportunity) City transportation tax renewal in 2018, including partnerships and associated federal funding potential.
2. (Opportunity) The pressure of density and new residential construction, and the resulting traffic growth creating demand for transit solutions.
3. (Risk) Prioritization of BRT over other higher-priority needs.
4. (Opportunity) Partnerships with TNCs and other agencies.
5. (Risk) Failure to see risks as opportunities.
6. (Risk) NAIPTA leadership turnover, succession.
7. (Risk) Increasing cost of operations.
8. (Risk) Growing student population.
9. (Risk) Sustainability of declining federal funding.

Other opportunities and risks identified but not assigned the highest priorities included:

- (Opportunity) Prepare for an aging population.
  - (Opportunity) Prepare for development of Uber and self-driving cars.
  - (Opportunity) Election results (72% approval).
  - (Opportunity) Cultural and demographic shifts.
  - (Opportunity) Downtown paid parking.
  - (Opportunity) I-40 corridor service.
-



## 18-Month Action Plan Report

### NAIPTA Strategic Advance

December 12, 2016

---

- (Risk) Changing customer expectations (not staying current).
- (Opportunity) Stable employment base.

#### **18-Month Priorities**

The participants, working in groups, identified their priorities for the agency's new 18-month action plan. Rank-order voting identified potential highest priorities.

1. Quantify the BRT opportunity and identify its "value proposition" compared to other system improvement opportunities. Use a performance-based analysis to identify the right tools. Determine which is a better use of resources: BRT or improved service delivery.
2. Determine NAIPTA's role in the City's 2018 transportation tax renewal and help the City with the ballot language. Identify how the 2018 ballot item can be made multimodal and clearly define scale of any included BRT project.
3. Establish a formal process for developer "buy in" to transit system improvements required or proposed to serve new developments.
4. Establish a universal access pass program to increase ridership.
5. Establish a NAIPTA leadership succession plan.
6. Expand marketing to increase ridership (attracting new riders) on fixed route, scheduled services (other than Route 10).
7. Explore regional partnerships that meet performance criteria (benchmarks).
8. Examine the BRT plan to see if it resonates with public needs and wants: should we move forward?

Other actions considered but not identified as highest priorities included:

- Research and prepare for increased frequency, new service areas, extended service hours, and neighborhood connectors.
  - Establish a downtown customer service presence.
  - Establish park 'n rides near existing stops as a strategy to increase ridership.
  - Evaluate Mountain Link services and changes in demand, and determine how increased service should be funded.
  - Undertake specific transit planning for the J. W. Powell corridor and development in that part of the City.
  - Evaluate opportunities for coordination with other transit providers.
  - Evaluate how to focus service on activity centers: should we serve more distance or more people?
-

18 Month Strategic Work plan – DRAFT January 2017 - June 2018

Guiding Principles: Consider adding “View risks as opportunities”

Measurable Objectives:

Continue to provide excellent fixed route transit service as measured by customer satisfaction, employee satisfaction, ridership results, financial performance, and safety record throughout the 18 month period.

1. Do a comprehensive update of Flagstaff’s 5 year transit plan that has the following qualities and deliverables by December 2017:
  - a. Take a zero based approach to Mountain Line route and service design
  - b. Orchestrate robust public engagement to obtain qualitative, and statistically valid quantitative, feedback.
  - c. Focus on desired results and then evaluate tools for achieving those results using performance based analysis. This work includes questioning all assumptions related to Bus Rapid Transit (BRT).
  - d. Complete a value proposition of at least 2 two service models, i.e BRT or improved service delivery.
2. Explore regional services and partnerships, including completion of the Winslow Transit Plan, by June 2018.
3. Clarify NAIPTA’s intentions for transit service outside the City of Flagstaff by developing a policy for how we will evaluate and prioritize regional service requests by December 2018.
4. **Defer** to the City of Flagstaff for leadership on the City’s pending 2018 Transportation Tax renewal as follows:
  - a. Provide routine education and outreach to City officials and the general public about the value of transit in meeting the community’s transportation goals.
  - b. Consider requests for more formal NAIPTA involvement with the full NAIPTA Board before committing to such involvement.
  - c. Evaluate the possibility of requesting additional sales tax revenue either as part of or in addition to Flagstaff’s pending 2018 transportation tax renewal by December 2017.
5. Provide recommendation to the Board on ways to close the “First mile, last mile” gap, i.e. how do passengers get to and from the bus stop to their final destination?
6. Explore ways to partner with NAU to increase coverage, frequency and bus capacity in a way that meets the needs of our shared customers while respecting the fiscal and management needs of each organization.
7. Establish a formal process for developer “buy in” to transit system improvements required or proposed to serve new developments.
8. **(Discuss universal access pass program and if it fits in NAIPTA’s 18 month work plan.)**
9. Establish a NAIPTA leadership succession plan by June 30, 2018
10. Update marketing plan and evaluate new ways to attract new riders on fixed route, scheduled services (other than Route 10) by March 2018
11. Examine the BRT plan to see if it resonates with public needs. Is this covered in 2 above?



**Northern Arizona Intergovernmental Public Transportation Authority**

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**DATE PREPARED**      January 10, 2017  
**MEETING DATE:**      January 18, 2017  
**TO:**                      Honorable Chairman and Members of the Board  
**FROM:**                  Jeff Meilbeck, CEO and General Manager  
**SUBJECT:**              Transportation Planning and Funding Update

**RECOMMENDATION:**

The Board may take action, but no recommendation is being made.

**RELATED STRATEGIC WORKPLAN OBJECTIVE**

**Guiding Principles:**

- ❖ Strive for Continuous Improvement in all we do

**BACKGROUND:**

NAIPTA has embarked on a number of planning activities all of which relate to larger efforts at the City of Flagstaff and the FMPO. The purpose of this staff report is to continue the discussion begun at NAIPTA's November 2016 Board meeting on how the various plans inter-relate, how they can be sequenced, and how various planning efforts can be leveraged for maximum individual and collective success.

**TAC DISCUSSION:**

TAC was supportive of this direction. Suggestion was to change FY 2020 to "Implementation" rather than "Construction".

**FISCAL IMPACT:**

Each planning effort has a cost. The impact of better coordination between plans should be to reduce costs overall and increase effectiveness.

**SUBMITTED BY:**

\_\_\_\_\_  
Jeff Meilbeck  
CEO and General Manager



*Getting you where you want to go*





**Northern Arizona Intergovernmental Public Transportation Authority**

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**DATE PREPARED:** January 6, 2017  
**MEETING DATE:** January 18, 2017  
**TO:** Honorable Chairman and Members of the Board  
**FROM:** Jacki Lenners, Marketing Manager  
**SUBJECT:** Advertising Policy

**RECOMMENDATION:**

Staff recommends the Board of Directors make no changes to the advertising policy and program for FY2018.

**RELATED STRATEGIC WORKPLAN OBJECTIVE**

Guiding Principles:

- ❖ Strive for continuous improvement in all we do
- ❖ Be fiscally responsible and responsive to changing demographics

5 Year Horizon:

- ❖ Evaluate the effectiveness of our brand, name and image in creating stronger ties with the public
- ❖ Establish financial policies and seek revenue sources to maintain fiscal strength

**BACKGROUND:**

Mountain Line has operated an internal (not outsourced) advertising sales program since FY2009, selling advertising space on the exterior tail and interior of all Mountain Line vehicles. Over time the program has expanded to include the tails of select Mountain Lift paratransit vehicles, and after receiving direction from the Board of Directors in November 2014, the program once again expanded to include Street Side King and Curbside Modified Queen ads on all Mountain Line vehicles. While the demand continues to be high for the tail space (there is a wait list), there has not been much interest in the ads on the sides of the buses. NAIPTA has taken advantage of these opening to promote its programs and services.

**NAIPTA Advertising Revenues and Budgets**

	Revenue	Budget	Buses in Fleet	
FY2012	\$29,511	\$30,750	23	
FY2013	\$44,300	\$31,519	29	8 buses retired in March
FY2014	\$59,608	\$164,804	22	
FY2015	\$76,752	\$27,500	22	
FY2016	\$83,119	\$120,562	24	
FY2017 (YTD)	\$40,798	\$100,000	26	

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## **Northern Arizona Intergovernmental Public Transportation Authority**

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NAIPTA issued a Request for Information (RFI) in June 2016 to advertising sales vendors to gather information on solutions that would integrate and streamline all transit advertising sales, from inception of sale through placement of ad on the vehicle, and would maximize NAIPTA's advertising sales revenue. The goal of the RFI was to determine if it would make fiscal and logistical sense to issue a Request for Proposals (RFP) to outsource NAIPTA's advertising sales.

We received one response to the RFI, and although the logistics made sense, it did not seem that it would be financially advantageous for NAIPTA to outsource advertising sales. The estimated profit sharing between NAIPTA and the advertising sales vendor would most likely leave NAIPTA with less advertising revenue than it currently receives, administering the program internally.

NAIPTA continued discussions with the vendor that responded to the RFI and learned of a hybrid model that would allow the vendor to sell remnant, unsold space on Mountain Line vehicles and split the revenues 50/50 with NAIPTA. This would allow NAIPTA to sell its own space and keep 100 percent of the revenue, but would also open us up to a national market to hopefully fill some of the currently unsold space. A contract is currently being developed between NAIPTA and the vendor. This contract would also open up the opportunity to sell different types of ads on a portion of NAIPTA's fleet, including full-bus wraps, half-bus wraps, King Kong, Super King, Super Tail, and more.

### **TAC DISCUSSION:**

The TAC members made suggestions about potential changes to the pricing structure that would be more financially advantageous for NAIPTA. They were supportive of the recommended action.

### **ALTERNATIVES:**

1. No Changes (Recommended): As NAIPTA continues to add buses to its fleet, the opportunities for advertising will continue to grow. The addition of a limited contract with an advertising sales vendor may open up advertising opportunities with national advertisers to fill the currently unsold space. By making no changes to the program, we have the ability to evaluate the effectiveness of this new program.
2. Increase Advertising Program (Not Recommended): Staff recommends letting the new advertising sales vendor develop its program to attempt to fill unsold space on the buses before we make any changes to the ads and size of ads that we offer.
3. Eliminate Advertising Program (Not Recommended): NAIPTA receives a significant amount of revenue from the existing advertising program, with minimal impact on our brand identity. In addition, transit advertising is the only opportunity for local companies and organizations to conduct outdoor advertising in Flagstaff, due to the billboard and off-premise signage ordinances. Many of our advertisers have been with us for several years and use the Mountain Line buses as one of their primary marketing tactics.

### **FISCAL IMPACT:**

The fiscal impact of adding the new advertising sales vendor remains to be seen, as the contract is still being finalized. At a minimum, NAIPTA will see about \$85,000 in advertising revenues for FY2017.



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**SUBMITTED BY:**

**APPROVED BY:**

\_\_\_\_\_  
Jacki Lenners  
Marketing Manager

\_\_\_\_\_  
Jeff Meilbeck  
CEO & General Manager

**ATTACHMENTS:**

1. NAIPTA Media Kit -pages 42-51
2. NAIPTA Advertising Policy -pages 52-57



*Getting you where you want to go*



Driving your message further.

# Bus ADVERTISING with NAIPTA

Northern Arizona  
Intergovernmental Public Transportation Authority

Bus advertising is recognized as one of the most effective forms of outdoor advertising. Used by both local and national advertisers, bus advertising can be tailored to fit almost any budget.

## Why Advertise on Buses?

Buses are moving billboards – circulating in the busiest areas of the city. Bus advertising offers exposure to local commuters, drivers and pedestrians. These ‘moving billboards’ are typically displayed on the exterior of the bus and come in a variety of sizes, and high-impact formats to reach your audience. Buses go, where people go!

## Continuous Exposure:

Bus ads move throughout residential and core business areas, delivering your message throughout the marketplace all day, every day. This continuity builds familiarity with your brand (Branding), so customers will think of you when making purchasing decisions. Bus ads are great for branding campaigns (which typically run for at least one year), as they are seen by pedestrians and vehicular traffic from multiple directions.

Receive exposure where other out-of-home advertising may be prohibited – ***There are no billboards, or bus stop advertising in the city of Flagstaff.***



2016

**MEDIAKIT**

Contact us: NAIPTA | 3773 N. Kaspar Drive | Flagstaff, AZ 86004  
928.779.6624 | [mountainline.az.gov](http://mountainline.az.gov) | [jlenners@naipta.az.gov](mailto:jlenners@naipta.az.gov)

# A simple guide to advertising on NAIPTA vehicles

## 1 Pick your **TARGET MARKET**

Ridership averages nearly 100,000 riders per month on **Mountain Line** and more than 70,000 on **Mountain Link** (when Northern Arizona University is in session).

### Flagstaff at a glance

- 2010 Census population - 66,067
- 2015 estimated population - 70,320
- Median household income - \$49,771

### Commercial Sectors

Some of the larger employers in Flagstaff are Northern Arizona University, Flagstaff Medical Center, W.L. Gore & Associates, United States Geological Survey, and the City of Flagstaff.

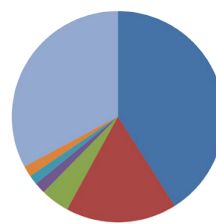
Tourism is a large contributor to the economy, as the city receives more than 4.6 million visitors per year. Grand Canyon National Park South Rim is only 75 miles from Flagstaff.

### Northern Arizona University Flagstaff Campus

- 2014 enrollment - 20,134

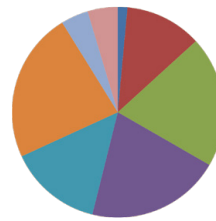


### Ridership Demographics



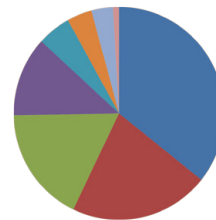
#### Annual Household Income

- Under \$20,000 (41%)
- \$20,000 - \$39,999 (17%)
- \$40,000 - \$59,999 (4%)
- \$60,000 - \$74,999 (2%)
- \$75,000 - \$99,999 (2%)
- \$100,000+ (2%)
- DK/No Response (33%)



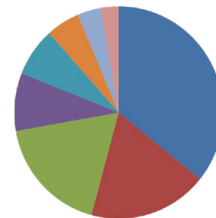
#### Age in Years

- 12 & under (2%)
- 13 - 18 (12%)
- 19 - 24 (20%)
- 25 - 34 (21%)
- 35 - 44 (14%)
- 45 - 64 (23%)
- 65+ (4%)
- No Response (5%)



#### Employment Status

- Full Time (39%)
- Part Time (23%)
- Full Time Student (19%)
- Unemployed (13%)
- Retired (6%)
- Disabled, Not Employed (4%)
- Part Time Student (4%)
- Stay at Home Parent (1%)

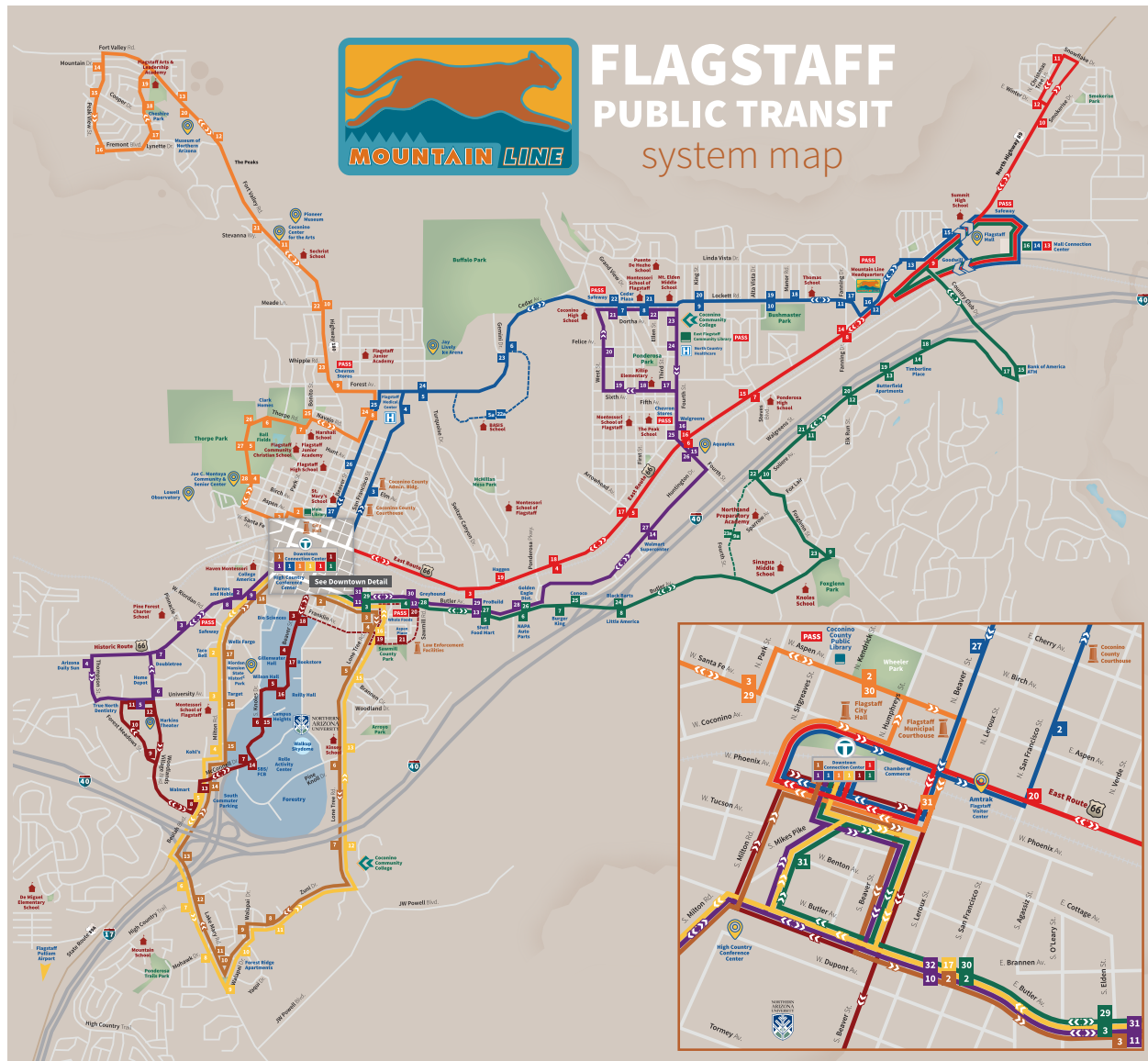


#### Trip Purpose

- Work (36%)
- Shopping (18%)
- Leisure (18%)
- Other (9%)
- College or Vocational School (7%)
- Middle or High School (5%)
- Medical (4%)
- Social Services (3%)

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# Routes through Flagstaff, AZ



<b>LEGEND</b>	Route 2	Route 7	Route Direction	Pass Sales Outlet
	Route 2 Deviation	Route 10	Bus Stop	Government Building
	Route 3	Route 10a	Connection Center	Point of Interest
	Route 3 Deviation	Route 14	School	Park
	Route 4	Route 66	Public Library	Medical Center
	Route 5			

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## 2 Pick your **BUS** and **AD PLACEMENT LOCATION**

The **Northern Arizona Intergovernmental Public Transportation Authority** (NAIPTA) operates the **Mountain Line** and **Mountain Link** fixed-route transit systems, and the **Mountain Lift** paratransit systems. These vehicles offer some of the most visible and diverse advertising opportunities in this community.



### **MOUNTAIN LINE Fixed Route Bus**

25-buses; 8-fixed routes; 16-hours per day; Average of 160,000 riders per month. Services **Flagstaff's main corridors, business areas, Northern Arizona University campus, neighborhoods, and schools.**

*Note: We cannot guarantee any advertiser a specific route or bus - all buses run different routes each day.*



### **MOUNTAIN LINK - Articulated Bus**

The articulated bus is twice the size of a regular bus, and bends like an accordion in the middle. This bus primarily runs on **Route 10a** from August - May, serving the Woodlands Village, Northern Arizona University Campus, and Sawmill areas. During the summer months, the articulated bus is used on other routes and at special events.



### **MOUNTAIN LIFT Paratransit Service**

8 Vans. Mountain Lift offers paratransit service for persons who are disabled and are unable to use Mountain Line. This is origin-to-destination service, so these vans are on the main roads and in residential neighborhoods.

*Note: Mountain Lift vehicles do not run a specific route. They are used for on-demand response service.*

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Reserve your space today!

## Mountain Line Fixed Route Bus



25-buses; 8-fixed routes; 16-hours per day; Average of 160,000 riders per month. Services **Flagstaff's main corridors, business areas, Northern Arizona University campus, neighborhoods, and schools.**

*Note: We cannot guarantee any advertiser a specific route or bus - all buses run different routes each day.*

**Exterior Advertising:** Each bus has one Tail ad, one Modified Queen ad, and one King ad.

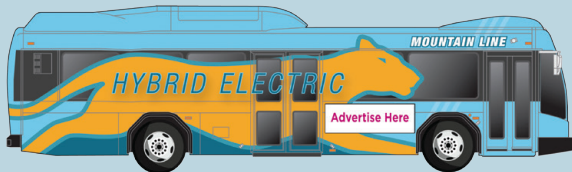


**TAIL (rear of bus):**

Ad space size: 44" w x 21" h  
Impressions/Views: Range of 7,000 to 9,000 per ad per day.

- 1-2 months:** \$265 per mo.
- 3-5 months:** \$250 per mo.
- 6-11 months:** \$235 per mo.
- 12+ months:** \$220 per mo.

*Rates based on ONE (1) bus.  
Contact us for rates on multiple location and multiple bus advertising.  
Consecutive month buys required for multi-month discounts.*



**Modified QUEEN (curbside of bus):**

Size: 66" w x 28" h  
Impressions/Views: Range of 6,000 to 8,000 per ad per day.

- 1-2 months:** \$275 per mo.
- 3-5 months:** \$260 per mo.
- 6-11 months:** \$245 per mo.
- 12+ months:** \$230 per mo.



**KING (street-side of bus):**

Size: 144" w x 28" h  
Impressions/Views: Range of 6,000 to 8,000 per ad per day.

- 1-2 months:** \$285 per mo.
- 3-5 months:** \$270 per mo.
- 6-11 months:** \$255 per mo.
- 12+ months:** \$240 per mo.

**Interior Advertising:** Each bus features "Header" space, which is visible to passengers sitting on the bus. A cost-effective way to reach this valuable captive audience. Ad space is 17" w X 11" h.

**DVD Advertising:** Each bus is outfitted with a DVD player and two monitors throughout the bus, which play a combination of static Mountain Line messages and 30-second static advertisements. Each advertisement will be seen a minimum of 8 times per hour.

**Mountain Line Interior:**  
25 buses, 8-route coverage  
(one printed sign per bus)

*Rates are per month.*

	1-2 mo.	3-5 mo.	6-11 mo.	12+ mo.
<b>Print</b>	<b>\$365</b>	<b>\$340</b>	<b>\$315</b>	<b>\$290</b>
<b>DVD</b>	<b>\$455</b>	<b>\$425</b>	<b>\$395</b>	<b>\$365</b>
<b>Combo</b>	<b>\$585</b>	<b>\$545</b>	<b>\$505</b>	<b>\$470</b>

**Non-profit rate:** 50% discount on all interior advertising.

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928.779.6624 | mountainline.az.gov | jlenners@naipta.az.gov

## Mountain Link Articulated Bus



The articulated bus is twice the size of a regular bus, and bends like an accordion in the middle. This bus primarily runs on **Route 10a** from August – May, serving the Woodlands Village, Northern Arizona University Campus, and Sawmill areas. During the summer months, the articulated bus is used on other routes and special events.

**Exterior Advertising:** This bus has one Tail ad, one Standard ad, and one Queen ad.



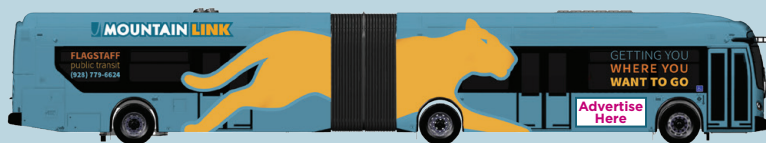
**TAIL (rear of bus):**

Ad space size: 44" w x 21" h  
Impressions/Views: Range of 7,000 to 9,000 per ad per day.

- 1-2 months:** \$300 per mo.
- 3-5 months:** \$280 per mo.
- 6-11 months:** \$260 per mo.
- 12+ months:** \$240 per mo.

*Contact us for rates on multiple location advertising. Consecutive month buys required for multi-month discounts.*

**STANDARD (curbside of bus):** Size: 44" w x 21" h  
Impressions/Views: Range of 6,000 to 8,000 per ad per day.



- 1-2 months:** \$320 per mo.
- 3-5 months:** \$300 per mo.
- 6-11 months:** \$280 per mo.
- 12+ months:** \$260 per mo.

**QUEEN (street-side of bus):** Size: 88" w x 28" h  
Impressions/Views: Range of 6,000 to 8,000 per ad per day.



- 1-2 months:** \$360 per mo.
- 3-5 months:** \$340 per mo.
- 6-11 months:** \$320 per mo.
- 12+ months:** \$300 per mo.

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## Mountain Lift Paratransit Service



8 Vans. Mountain Lift offers paratransit service for persons who are disabled and are unable to use Mountain Line. This is origin-to-destination service, so these vans are on the main roads and in residential neighborhoods.

*Note: Mountain Lift vehicles do not run a specific route. They are used for on-demand response service.*

**Exterior Advertising:** These vans have one Tail ad.



**TAIL (rear of Van):**

Ad space size: 44" w x 21" h  
Impressions/Views: Range of 7,000 to 9,000 per ad per day.

- 1-2 months:** \$127 per mo.
- 3-5 months:** \$120 per mo.
- 6-11 months:** \$113 per mo.
- 12+ months:** \$106 per mo.

*Rates based on ONE (1) bus.  
Contact us for rates on  
multiple location and  
multiple bus advertising.  
Consecutive month buys required  
for multi-month discounts.*



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## Ad Specifications

# 3 Create your **message** and produce your **advertisement**

Ad design advice – **keep it simple.**

Some people will be reading your advertisement from a distance.

- Use as few words as necessary – short and to the point.
- Make sure to use large type.
- Avoid script or flowery type.
- Have a strong and visible call to action – website, phone number, etc.

### EXTERIOR ADS

#### TAIL OR STANDARD SIZE MATERIAL

4mm thick white corrugated plastic (Coroplast) with surface applied, full-color/full-bleed, printed vinyl graphics with an additional satin-matte UV protective overlaminate. Finished advertisement panel is inserted into a silver aluminum frame attached to the rear of the bus or van.

#### KING, MODIFIED QUEEN & QUEEN MATERIAL

Avery HP MPI 2121 Transit Vinyl with Avery DOL 2080 Matte overlaminate. Full-color/full-bleed, printed vinyl graphics with an additional matte UV protective overlaminate. Weatherproof and waterproof UV inks must be used. Finished advertisement vinyl is applied directly to the side of the bus.

#### FILE SPECIFICATIONS:

300 dpi, CMYK, all fonts should be outlined before converting file to print ready file. PDF and EPS file preferred.

*Note: Exterior ad signs will be posted on buses by the start of the contract period. Artwork must be received and approved 15 days prior to the start of the contract period.*

Weekly ad change-outs or other custom servicing – may incur an additional fee.

Send your finished signs or DVD jpeg file to NAIPTA (address below). Finished artwork must be received by NAIPTA five days prior to the start of the contract period.

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## Ad Specifications Cont.

### EXTERIOR ADS

#### **TAIL OR STANDARD SIZE:**

Finished size: 44" w x 21" h live area; 41" w x 19.25" h (keep all type and logos within this area.)

#### **MODIFIED QUEEN:**

Finished size: 66" x 28." Live area: 64" x 26." Area outside the live area needs to be a 1" wide white border to provide contrast between your advertisement graphics and the graphics on the side of the bus.

#### **QUEEN:**

Finished size: 88" x 28." Live area: 86" x 26." Area outside the live area needs to be a 1" wide white border to provide contrast between your advertisement graphics and the graphics on the side of the bus.

#### **KING:**

Finished size: 88" x 28." Live area: 86" x 26." Area outside the live area needs to be a 1" wide white border to provide contrast between your advertisement graphics and the graphics on the side of the bus.

*Note: Exterior ad signs will be posted on buses by the start of the contract period. Artwork must be received and approved 15 days prior to the start of the contract period.*

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## Ad Specifications Cont.

### INTERIOR ADS

#### Header

Material - Full-color inkjet print on 10 mil. gloss heavy paper with UV inks and 3 mil. matte over-laminate. Each trimmed to size.

Trim size: 17" w x 11" h

Live area: 16" w x 10" h (keep all type and logos within this area)

*Note: Header ads will be posted on buses by the start of the contract period. Artwork must be received and approved 10 days prior to the start of the contract period.*

#### DVD Ads

Document size of 17" x 11" with a resolution of 300px/in. RGB mode.

*Note: DVD ads will be posted on buses by the start of the contract period. JPEG images for interior DVD advertising must be received seven days prior to the start of the contract period.*

Weekly ad change-outs or other custom servicing - may incur an additional fee.

Send your finished signs or DVD jpeg file to NAIPTA (address below). Finished artwork must be received by NAIPTA five days prior to the start of the contract period.



Contact us: NAIPTA | 3773 N. Kaspar Drive | Flagstaff, AZ 86004  
928.779.6624 | [mountainline.az.gov](http://mountainline.az.gov) | [jlenners@naipta.az.gov](mailto:jlenners@naipta.az.gov)



# Northern Arizona Intergovernmental Public Transportation Authority

3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • www.naipta.az.gov

## ADVERTISING POLICY

The Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) provides public transportation services in the greater Flagstaff region and Northern Arizona.

NAIPTA is engaged in the sale of advertising in and upon the property and rolling stock of NAIPTA (“Transit Facilities”), consisting of: (1) print advertising on the exterior of NAIPTA’s buses; (2) print advertising displayed on bus shelters and transit stations in NAIPTA’s service area; (3) print advertising on the interior of NAIPTA’s buses; (4) advertising on the exterior of buses in the form of a “wrap;” and (5) advertising displayed in print and electronic media such as rider guides, web pages, ticket media. This Advertising Policy (“Policy”) shall apply to the sale of all forms of advertising on all Transit Facilities owned and/or managed by NAIPTA.

### I. PURPOSE

NAIPTA will allow limited types of advertising on or in its Transit Facilities, pursuant to the terms of this Policy (“Permitted Advertising”). By allowing Permitted Advertising, NAIPTA does not intend to create a public forum for public discourse or expressive activity or to provide a forum for all types of advertisements. All advertising shall be subject to this uniform, viewpoint-neutral Policy.

NAIPTA will not permit the types of advertising defined as Excluded Advertising in Section III below. By not allowing Excluded Advertising, NAIPTA can: (a) maintain a professional advertising environment that maximizes advertising revenues and minimizes interference with or disruption of their transit systems; (b) maintain an image of neutrality on political, religious or other issues that are not the subject of Commercial Advertising and are the subject of public debate and concern; and (c) continue to build and retain transit ridership.

### II. PERMITTED ADVERTISING

#### A. **Exterior Advertising**

The display of Permitted Advertising on the exterior of the Transit Facilities (“Exterior Advertising”) is intended only to supplement fare revenue, tax proceeds and other income that fund the NAIPTA’s’ operations and to promote the NAIPTA’s’ transit operations. In order to realize the maximum benefit from the sale of space, the advertising program must be managed in a manner that will procure as much revenue as practicable, while ensuring that the advertising is of a type that does not discourage the use of the transit systems, does not diminish

NAIPTA’s reputation in the communities they serve or the good will of their patrons, and is consistent with the principal purpose of providing safe and efficient public transportation. To attain these objectives, NAIPTA’s Board of Directors has established the following regulations governing Exterior Advertising.



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Exterior Advertising includes:

1. Commercial Advertising. Commercial Advertising is advertising the sole purpose of which is to sell products, goods or services for profit. It does not include advertising that offers to sell products, goods or services and also conveys a political or religious message, or issue advocacy, and/or expresses or advocates opinions or positions related to any of the foregoing.

2. Transit Operations of NAIPTA. Transit Operations Advertising is advertising that promotes NAIPTA services.

### **B. Interior Advertising**

NAIPTA recognizes that passengers are a captive audience to any advertisements posted on the interior of NAIPTA's buses ("Interior Advertising"). NAIPTA desires that such passengers not be subject to advertisements containing material relating to political, religious, or issue advocacy about which public opinion can be widely divergent and which some passengers may, therefore, find offensive. If passengers are so offended, it could adversely affect the ridership and revenue of NAIPTA systems. NAIPTA's Board of Directors has, therefore, established the following regulations governing Interior Advertising.

Interior Advertising includes:

1. Public Service Advertising. Public Service Advertising is advertising proposed by governmental entities, academic institutions or tax-exempt nonprofit organizations that relates to community, art, cultural, educational, health, or safety events, programs and/or messages and does not include Commercial Advertising or contain any direct or indirect reference to religious, political or issue advocacy. Upon NAIPTA's request, nonprofit entities must document their tax-exempt status. Unless the source of the public service advertising is obvious from the content or copy, the advertisement must specifically identify the sponsor of the advertisement or the message.

2. Transit Operations of NAIPTA. Transit Operations Advertising is advertising that promotes NAIPTA services.

3. Cross-promotional Advertising. Cross-promotional Advertising is advertising in which NAIPTA collaborates with for-profit entities to promote using NAIPTA services as a conveyance to a specific event; such advertising may not contain any direct or indirect reference to religious, political or issue advocacy.

4. Commercial Advertising. Commercial Advertising is advertising the sole purpose of which is to sell products, goods or services for profit. It does not include advertising that offers to sell products, goods or services and also conveys a political or religious message, or issue advocacy, and/or expresses or advocates opinions or positions related to any of the foregoing.



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### **III. EXCLUDED ADVERTISING APPLICABLE TO EXTERIOR AND INTERIOR ADVERTISING**

Exterior and Interior Advertising cannot be displayed or maintained on Transit Facilities if information contained in the advertisement falls within one or more of the following categories of Excluded Advertising:

1. False, Misleading or Deceptive
2. Advertise or depict the use of *spirituous liquor* as that term is defined in Section 4-101, Arizona Revised Statutes or of medical marijuana, as defined in and regulated by Title 36, Chapter 28.1, Arizona Revised Statutes.
3. Advertise or depict the use of illegal items.
3. Represent, by language or graphics, violence or anti- social behavior.
4. Advertise or depict language, gestures, conduct, or graphical representations that are obscene, pornographic, vulgar, profane, or scatological.
5. Represent, by language or graphics, a *nude* or *seminude* person, as those terms are defined in Section 11-811(D), Arizona Revised Statutes, or the exposed buttocks of any person.
6. Depict, relate to, or reference a website or other medium that relates to *specified sexual activities* or *specified anatomical areas* as those terms are defined in Section 11-811, Arizona Revised Statutes.
7. Clearly defamatory or likely to hold up to scorn or ridicule a person or group of persons.
8. Tobacco. Tobacco products including but not limited to cigarettes, cigars, smokeless (e.g. chewing) tobacco, and electronic cigarettes and related products.
9. In advocacy of imminent lawlessness or violent action.
10. Religious.
11. Political.
12. Intellectual property infringement, including piracy or infringement of copyright, trade dress, service mark, title or slogan.
13. Unauthorized Endorsement.



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### 14. Snipe Signs and Flyposting.

For purposes of this Policy, the following definitions apply:

Religious Advertisements are defined as advertisements that contain any direct or indirect reference to religion, or to any religion, or to any deity or deities, or which includes the existence, nonexistence or other characteristics of any deity or deities, or to any religious creed, denomination, belief, tenet, cause or issue relating to (including opposing or questioning) any religion. This prohibition shall include the depiction of text, symbols, or images commonly associated with any religion or with any deity or deities, or any religious creed, denomination, belief, tenet, cause or issue relating to (including opposing or questioning) any religion.

Political Advertisements are defined as advertisements that contain political speech referring to a particular ballot question, initiative, petition, referendum, candidate, or political party or viewpoint or expresses or advocates opinions or positions upon any of the foregoing. This prohibition includes any advertisement referring to or depicting a candidate for public office in any context.

Unauthorized Endorsement Advertising is advertising that implies or declares that NAIPTA endorses a product, service, point-of-view, event or program. The prohibition against endorsements does not apply to advertising for a service, event or program for which NAIPTA is an official sponsor, cosponsor or participant.

Snipe Signs are signs of any size and material, including but not limited to paper, cardboard, wood, or metal, that are tacked, nailed, posted, pasted, glued or otherwise attached to shelters, poles, benches or other objects that are the property of or under the control of NAIPTA, and the advertising matter or other text thereon has not been previously approved by NAIPTA.

Flyposting is the act of nailing, posting, pasting, gluing or otherwise attaching signs on property belonging to NAIPTA or under NAIPTA's control, without NAIPTA's permission and/or without any other approvals or permits that may be required by state, federal, or local law.

## **IV. ADMINISTRATION AND ENFORCEMENT OF POLICY**

### **A. Review by Administrative Director and Marketing**

The Administrative Director and Marketing Manager shall review all submitted advertisements to determine whether or not the advertisement complies with this Policy. If the Administrative Director or Marketing Manager determines that the advertisement does not comply with this Policy, he or she shall specify the standard or standards with which the advertisement does not comply, and shall notify the advertiser in, writing sent no later than thirty

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(30) days after NAIPTA's receipt of the submittal (the "Notice") that the advertisement has been rejected and the reasons for the rejection. The Notice shall include a copy of this Policy.

### **B. Appeal to General Manager/CEO**

Rejection of an advertisement may be appealed to NAIPTA's General Manager/CEO, or designee, by written notification delivered to the Administrative Director and/or Marketing Manager no later than ten (10) days from the date of the Notice (the "Appeal"). The Appeal shall set forth the arguments supporting the contention that the advertisement is in compliance with this Policy and therefore should be allowed. The General Manager/CEO will schedule a hearing to be held within thirty (30) from the date of the Appeal, and at such hearing will allow the advertiser and the Administrative Director and Marketing Manager to present any argument or evidence they wish to offer. The General Manager/CEO's decision shall be final.



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# Northern Arizona Intergovernmental Public Transportation Authority

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**DATE PREPARED:** January 6, 2017

**DATE:** January 18, 2017

**TO:** Honorable Chairman and Members of the Board

**FROM:** Erika Mazza, Deputy General Manager

**SUBJECT:** NAIPTA's 2017 5-Year Transit Plan Overview

## **RECOMMENDATION:**

The Board may take action, but no recommendation is being made.

## **RELATED STRATEGIC WORKPLAN OBJECTIVE**

Guiding Principles:

- ❖ Strive for Continuous improvement in all we do
- ❖ Collaborate to enhance service delivery

Related 5 Year Horizon:

- ❖ Build cooperative relationships regionally to expand and enhance NAIPTA's positive impact.

## **BACKGROUND:**

On October 31, 2016, Staff contracted with Jarrett Walker + Associates (JWA) to administer and produce NAIPTA's 2017 5-Year Transit Plan. An award of the contract to JWA was made through an open and competitive RFP process (RFP #2017-104).

The RFP requested an independent contractor to conduct the services necessary to provide a new 5-Year Transit Plan for NAIPTA. Within the scope of work, Staff identified the following criteria required to complete the 5-year Transit Plan. The successful firm must show examples of engagement with local planning agencies, community at large, and with other consulting firms whom are undertaking other planning efforts. The firm must also have a thorough understanding of key transportation issues at all levels that will aid in the recommendations of an updated transit network plan.

Staff found JWA's approach to NAIPTA's requirements for a successful transit plan to be the most comprehensive and engaging. The breakdown of scoring of the responding firms is as follows:

Vendor Name	Total Score
Nelson Nygaard	135
LSC	105
Jarrett Walker + Associates	210

A kickoff meeting with the Project Management team from NAIPTA and JWA occurred on December 6, 2016. At this meeting, JWA staff received a tour of NAIPTA's routes, met with Staff, conducted

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preliminary data gathering, and finalized the scope, approach, and schedule. The schedule for the 5-Year Transit Plan is attached.

Staff anticipates having an existing conditions and choices report complete by January 23, 2017. This is in preparation for the Core Design Advance scheduled for January 30 and 31, 2017 at City of Flagstaff, Council Conference Room. NAIPTA's Board of Directors received invites for end of day briefings during the Core Design Advance. These briefings will provide partner agency staff and elected officials, who cannot attend the full two-day advance, an opportunity to hear initial concepts, ask questions, and engage in discussion about the future of Flagstaff transit.

Following the Core Design Advance, a draft of transit routes will be prepared and presented to Staff for review and comment. The Draft Alternatives Network and final Key Choices Report will be presented to the NAIPTA Board by JWA in February. This visit coincides with a public engagement kickoff process. The public engagement process will be conducted in two phases; both phases will include stakeholder workshops, surveys, and board presentations.

Next set of efforts consist of Staff conducting a policy direction discussion with the NAIPTA Board in April or May. From this meeting, JWA will develop a draft Transit Network Plan prior to the second round of public engagement. After the policy discussion and public engagement process, JWA will develop a draft 5-Year Transit Plan in July for review by Staff and the Stakeholder Committee.

The estimated date of completion of the 5-Year Transit Plan and ultimate Board adoption is August or September 2017.

### **TAC DISCUSSION:**

TAC was supportive of the 5-year Plan and are interested in being a part of the process.

### **FISCAL IMPACT:**

The cost of NAIPTA's 5-Year Transit Plan is identified within the FY2017 adopted budget and is supported by grants received within this fiscal year.

### **SUBMITTED BY:**

### **APPROVED BY:**

\_\_\_\_\_  
Erika Mazza  
Deputy General Manager

\_\_\_\_\_  
Jeff Meilbeck  
CEO and General Manager

### **ATTACHMENTS:**

- 1) NAIPTA's 2017 5-Year Transit Plan Overview of Schedule

-page 60

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## 2017 5-Year Transit Plan Overview of Schedule

December 6, 2016 - Kick off meeting with Jarrett Walker + Associates (JWA)

- Overview of project
- Recap of Strategic Advance
- Driving Tour

December/January – Existing Conditions and Choices Report developed by JWA

January – Staff provide overview to NAIPTA Board

January 30 and 31, 2017 – JWA travel to Flagstaff for Core Design Advance (1.5 days)

February – Preparation of Alternatives Report developed by JWA

February – Phase I Public Engagement: JWA travel to Flagstaff

- Board presentation by JWA
- Stakeholder Committee Meeting (2-4 hours)
- In-person Public Outreach
- Web survey

April/May – Staff with JWA (via WebEx): NAIPTA Board Policy Direction

May – Phase II Public Engagement: JWA Travel to Flagstaff

- Stakeholder Committee Meeting (2-4 hours)
- In-person Public Outreach
- Web survey

July – Draft 5-Year Transit Plan

August/September – Final Plan and Board adoption



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**DATE PREPARED:** January 6, 2017

**MEETING DATE:** January 18, 2017

**TO:** Honorable Chairman and Members of the Board

**FROM:** Rhonda Cashman, Clerk of the Board

**SUBJECT:** TAC Appointments

### RECOMMENDATION:

**Staff recommends the Board of Directors** consider appointing a Business or Economic Development representative to the TAC and urge each designee or governing body to appoint an alternate member to the TAC, if it has not already been done, per the Rules of Procedure.

### BACKGROUND:

#### **REGARDING THE TRANSIT ADVISORY COMMITTEE:**

**In accordance with the Restated Master IGA Section 11, titled "Transit Advisory Committee",**

**Membership:** *"The TAC shall consist of the Coconino County Manager or designee; a Coconino County citizen appointed by the Board of Supervisors; Flagstaff City Manager or designee; a Flagstaff citizen appointed by the City Council; Northern Arizona University Vice President of Administration or designee; Coconino County Community College District Vice President or designee; the Manager of the Flagstaff Metropolitan Planning Organization; the Student Senate President from Northern Arizona University or designee; the Student Senate President from Coconino County Community College or designee; and, at the discretion of the Board, a representative of a business or economic development association. Additional guest members from surrounding communities may be invited by the TAC Chair as needed to hold meaningful regional discussions. Such invitations are intended to be for a temporary period as necessary for the particular topic. The Student Senate Presidents and guest members shall be ex-officio, non-voting members."* Terms: *"Citizen members of the TAC shall serve for terms of 3 years each."* **In accordance with the Rules of Procedure, Section 8,4, titled "Alternate Members of BOD and TAC."** *Alternate representatives to both the BOD and TAC shall be appointed as provided herein, and shall be authorized to attend BOD or TAC meetings and vote on all issues coming before the body, in the event that the regular representative is unable to attend a meeting. The BOD or TAC member representing a County, City, Town or University seat may appoint the BOD or TAC member's alternate. The governing body of each Citizen, Student or Business Member shall designate an alternate representative to the TAC. The TAC currently has eight (8) voting positions, effective July 1, 2013.* Gillian Thomas' term as the County Citizen Representative ends on January 6, 2017. There has not been an alternate in the past. The Coconino County Board of Supervisors has been asked to appoint a Citizen Representative and an alternate. Tim Kinney has been serving as the Business Representative on behalf of the Northern Arizona Leadership Alliance. His term expired September 17, 2016. The NAIPTA Board will appoint a



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business or economic development association representative and the organization may designate an alternate. NAU, CCC and the City of Flagstaff members may each appoint an alternate. The City Citizen Representative and alternate are in place until the fall of 2018.

### TAC Members

8 Voting members with 5 needed for Quorum

	<i>Member Agency</i>	<i>Primary</i>	<i>Designee</i>	<i>Alternate (optional)</i>
Voting Members				
	Coconino County	Cynthia Seelhammer	Todd Madeksza	Lucinda Andreani
	Coconino County Citizen	Gillian Thomas		
	City of Flagstaff	Josh Copley	Barbara Goodrich	
	City of Flagstaff Citizen	Shari Miller		Paul Wagner
	NAU	Vice President of Administration	Erin Stam	
	CCC	Vice President	Mary Talentinow	
	FMPO Manager	David Wessel		Martin Ince
	Business or Economic Development Representative	Tim Kinney		
Ex-Officio				
	NAU Student Senate President	Vacant		
	CCC Student Senate President	Vacant		
	Others	Vacant		

### TAC RECOMMENDATION:

One TAC member commented that John Stigmon has come to a couple NAIPTA Advances and shared information in the past.

### FISCAL IMPACT:

Board and TAC appointments have no fiscal impact.



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**SUBMITTED BY:**

**APPROVED BY:**

\_\_\_\_\_  
Rhonda Cashman  
Clerk of the Board

\_\_\_\_\_  
Jeff Meilbeck  
CEO and General Manager

**ATTACHMENTS:**

- 1. John Stigmon (ECoNA) Information -pages 64-68
- 2. T. Paul Thomas (NALA) Information -pages 69-75



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## Rhonda Cashman

---

**From:** John Stigmon <[john.stigmon@econa-az.com](mailto:john.stigmon@econa-az.com)>  
**Sent:** Friday, November 18, 2016 8:05 AM  
**To:** Rhonda Cashman  
**Subject:** RE: NAIPTA Seeking A Business or Economic Development Member for Our Transit Advisory Committee

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hi Rhonda,  
I'm interested in participating on the NAIPTA Board. I feel my connection to the regional economic community could be an asset to NAIPTA.  
Please let me know what kind of additional information I can provide you.  
All the best,  
John

John Stigmon  
President & CEO  
Economic Collaborative of Northern Arizona  
928-707-7528 Office  
928-380-3026 Cell  
[John.Stigmon@econa-az.com](mailto:John.Stigmon@econa-az.com)



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**From:** Rhonda Cashman [<mailto:rcashman@naipta.az.gov>]  
**Sent:** Thursday, November 10, 2016 9:24 AM  
**To:** John Stigmon  
**Subject:** NAIPTA Seeking A Business or Economic Development Member for Our Transit Advisory Committee  
**Importance:** High

Hello John,

Please see the attached notice.

Thank you,

***Rhonda Cashman***  
Clerk of the Board  
NAIPTA  
3773 N. Kaspar Dr.  
Flagstaff, AZ 86004  
Phone: 928-679-8922  
Fax: 928-779-6868  
[rcashman@naipta.az.gov](mailto:rcashman@naipta.az.gov)

## JOHN STIGMON

2341 Augusta Dr – Flagstaff, AZ 86004  
John@Stigmon.com – 928-380-3026

### EXECUTIVE MANAGEMENT

#### ECONOMIC DEVELOPMENT \* BUSINESS ADMINISTRATION \* OPERATIONS

Accomplished executive with domestic and international economic development experience focused on business recruiting, staff management, strategic positioning and planning, operations and acquisitions in startup and growth organizations. My strength is effective leadership through collaborative relationships, business growth through marketing & brand planning and management development by instituting strategic business planning processes. Demonstrated results in dispute resolution, communication and implementing effective change by pioneering new organizational designs, introducing comprehensive new business development processes and effectively structuring and negotiating multi-level programs.

### CORE COMPETENCIES

Collaborative Leadership	Economic Development	Mentoring & Coaching
Operations Management	Strategic Planning	Market Positioning
Change Management	Visionary Leadership	Innovative Ideas
	Customer Relations	

### PROFESSIONAL EXPERIENCE

**ECONOMIC COLLABORATIVE OF NORTHERN ARIZONA / CITY OF FLAGSTAFF, AZ**      **2008 – Present**

#### President & CEO

The Economic Collaborative of Northern Arizona is regional economic development organization established in 2012 between the City of Flagstaff, Coconino County and others. I have provided leadership and expertise in the restructuring and reformation of the City's Economic Development program by establishing a succinct brand position and active pursuit of compatible businesses to relocate to the area. Responsible for business attraction and economic analysis in City's Economic Vitality Division. Established quality metrics that redefined the population beyond traditional census data, this information provided stakeholders a greater understanding of demographic dynamics in the community.

#### Key Achievements:

- Refocused the branding of the Region's economic development program to be in line with its identified key strengths along the I-40 corridor.
- Provided improved service with key community members (public & private) to strengthen prior strained relations.
- Developed refined business attraction programs for industry that are focused on the community's capacity and core competencies (astronomy, medical devices, bio-sciences, advanced manufacturing & retail).
- Reformulated troubled real estate development projects that stalled due to dramatic changes in the economy.
- Expanded the City's economic development websites to include participation of the community's commercial real estate owners / brokers, leading to a community asset inventory of over 90 commercial properties available for sale or lease.

## JOHN STIGMON - PAGE 2

### PROFESSIONAL EXPERIENCE CONTINUED

**FRANCHISECOACH, LLC** - FLAGSTAFF, AZ

**2000 – 2009**

#### **Principal**

Established national leadership development and consulting practice focused on the performance excellence of senior executives in the franchise industry. Provide franchise / recruiting assistance to early stage franchisors through multi-staff support.

#### **Key Achievements:**

- Provide insight and guidance to senior executives serving over 40 unique industries.
- Mentor clients through new company acquisitions, deal structuring, human resource challenges, franchise documentation and succession planning.
- Directed three other consultants in the franchise coaching, development/recruiting process.
- Provide consulting advice in the areas of franchise startup, franchisee recruiting / relations, organizational structuring, market positioning and management strategies.

**FROZEN FUSION FRANCHISE, LLC** – SCOTTSDALE, AZ

**1995 – 2000**

#### **President & CEO**

Co-founder - leading the design and strategic planning for an innovative start-up franchise concept offering fruit smoothies and other healthy food service products. Integral in executing a national launch of the first Native American Indian Franchise Company in the U.S., partnered with the Salt River Pima Maricopa Indian Tribe. Locations included Airports, Amusement Parks and Universities, the United States Capitol as well as traditional retail outlets.

#### **Key Achievements:**

- Created high quality unique tasting healthy food products.
- Developed award winning décor, marketing and menu board programs.
- Created marketing and PR programs tying the concept to an American Indian Tribe.
- Expanded concept into 11 states and the District of Columbia through franchising.
- Successfully sold the business to a national competitor.

**BEN AND JERRY'S HOMEMADE, INC.** – Waterbury, VT

**1991 – 1995**

#### **Managing Director, Retail Operations**

As the senior executive, my responsibilities included the leadership, restart / turnaround and continued development of the company's retail outlet division (Franchising/Licensing). Franchising became a key component of the company's growth and development strategy. Ben & Jerry's is a leading manufacturer of super-premium ice cream products, franchisor of 360 retail outlets in 32 states and 5 foreign countries.



## JOHN STIGMON - PAGE 3

### PROFESSIONAL EXPERIENCE CONTINUED

#### **Ben and Jerry's continued: Key Achievements;**

- Grew the overall business by 30%, by refining and reorganizing all the franchise/retail operations business functions: new business development, marketing, merchandising, site selection, operator selection, operation of the retail outlet system, negotiating national account agreements for hard and soft goods and profitability of company stores.
- Restarted the franchise program that was in a moratorium by leading through a common vision and collaborative effort between the company and its franchisees.
- Expanded the company's not for profit Partner Shop program to New York and San Francisco.
- Settled critical litigation matters based on understanding, trust and follow through.

**CIRCLE K CORPORATION** – Phoenix, AZ

**1989 – 1991**

#### **National Marketing Manager – Food Service**

Executive responsible for business development of national, in-store food service programs throughout the entire chain. Circle K was operator of 4,600 convenience stores in 35 states with annual system sales \$4.4 billion.

#### **Key Achievements;**

- Created and implemented chain-wide branding & marketing strategies for emerging segments of the business. Early adaptor of branded concepts in the convenience store space.
- Improved gross profit by implementing food service business analysis to ensure return objectives were being met, affecting product management and cost controls.
- Pioneered national brand franchise concepts into the convenience store marketplace (co-branding).

**SWENSEN'S ICE CREAM INC.** – Phoenix, AZ

**1976 – 1989**

#### **Group Vice President, Operations**

Senior executive responsible for the operational excellence of domestic and international franchise system, as well as company store operations. Operator of 400+ ice cream full service restaurant outlets located in 43 states and 14 foreign countries.

#### **Key Achievements;**

- Doubled system size through the development and presentation of business improvement strategies to domestic and international franchise business owners.

## **JOHN STIGMON - PAGE 4**

### **PROFESSIONAL EXPERIENCE CONTINUED**

#### **Swensen's continued:**

- Improved operator performance by implementing franchise support programs focused on individual operator accomplishment which improved relations with franchisees.
- Developed innovative franchise advertising support programs that were based on individual franchisee performance and abilities.
- Conducted new business development and managed complex franchisee relations throughout the United States, South America, Middle East and Pacific Rim countries.

#### **AFFILIATIONS:**

- International Franchise Association
- American Association of Airport Executives
- International Council of Shopping Centers
- International Economic Development Council
- International Coaching Federation
- National Association of Realtors
- Arizona Bio Association

#### **ARTICLES/TRAINING SEMINARS DEVELOPED:**

"How to Profit With Employee Resources"  
"Quality Leadership Through Quality Values"

"Turning Complaints into Commitments"  
"Franchising in Indian Country"

#### **COMMUNITY SERVICE:**

City of Flagstaff Planning & Zoning Commission – Commission Member  
Hopi Tribe Economic Development Corporation – Former Vice Chairman  
Arizona Association for Economic Development – Board of Directors  
Boys and Girls Club of Flagstaff – Board Member  
Federated Community Church – Past Board President  
Indigenous Community Enterprises – Former Board Member

## Rhonda Cashman

---

**From:** T Paul Thomas <Paul.Thomas@nau.edu>  
**Sent:** Monday, November 21, 2016 12:35 PM  
**To:** Rhonda Cashman  
**Cc:** paul.thomas@naleaders.org  
**Subject:** Re: NAIPTA Seeking A Business or Economic Development Member for Our Transit Advisory Committee

Thank you Rhonda and apologies for the confusion. Please accept this email as our Letter of Interest.

Northern Arizona Leadership Alliance is interested in being a part of the advisory board. If selected we will have a representative identified by your January appointment date. Thank you, paul



T Paul Thomas

Executive in Residence/Assistant Professor of Practice

W.A. Franke College of Business

928.523.6243 - office

928.255.2349 - cell

TPaul.Thomas@NAU.edu

*"The way to get started is to quit talking and begin doing" - Walt Disney*

---

**From:** Rhonda Cashman <[rcashman@naipta.az.gov](mailto:rcashman@naipta.az.gov)>  
**Date:** Monday, November 21, 2016 at 8:43 AM  
**To:** T Paul Thomas <[Paul.Thomas@nau.edu](mailto:Paul.Thomas@nau.edu)>  
**Cc:** Jeff Meilbeck <[jmeilbeck@naipta.az.gov](mailto:jmeilbeck@naipta.az.gov)>  
**Subject:** RE: NAIPTA Seeking A Business or Economic Development Member for Our Transit Advisory Committee

Hello Paul,

Thank you for your interest in serving as a Business Representative to our Transit Advisory Committee. This position has been opened up to six organizations. Notifications of the open position were sent to the head of each organization. Ideally, your organization would choose who would be the best representative, but it is up to you how you would like to work with Tim on this matter.

I asked for letters of interest to be submitted by today, 11/21; however, I have only received one message prior to yours. I will talk to Jeff tomorrow to see about extending the deadline. The Board will likely address this appointment in January. I will plan to send notice of an extension tomorrow.

Best regards,

*Rhonda Cashman*  
NAIPTA Clerk of the Board  
3773 N. Kaspar Dr.  
Flagstaff, AZ 86004  
Office: 928-679-8922  
Fax: 928-779-6868  
[rcashman@naipta.az.gov](mailto:rcashman@naipta.az.gov)

---

**From:** T Paul Thomas [<mailto:Paul.Thomas@nau.edu>]  
**Sent:** Sunday, November 20, 2016 10:59 AM  
**To:** Rhonda Cashman <[rcashman@naipta.az.gov](mailto:rcashman@naipta.az.gov)>  
**Cc:** [paul.thomas@naleaders.org](mailto:paul.thomas@naleaders.org)  
**Subject:** Re: NAIPTA Seeking A Business or Economic Development Member for Our Transit Advisory Committee

Thank you for the email Rhonda. If Tim is interested in representing NALA that is great. If however he wants to step down i would be happy to serve as the representative. Do you want me to speak to Tim on this (i'm having lunch with him on Wednesday). paul

---

**From:** Rhonda Cashman <[rcashman@naipta.az.gov](mailto:rcashman@naipta.az.gov)>  
**Sent:** Thursday, November 10, 2016 9:24 AM  
**To:** T Paul Thomas  
**Subject:** NAIPTA Seeking A Business or Economic Development Member for Our Transit Advisory Committee

Hello Paul,

Tim Kinney has been serving as our current Business Representative for the last 3 years. I believe he may be interested in continuing.

Please see the attached notice.

Thank you,

***Rhonda Cashman***

Clerk of the Board

NAIPTA

3773 N. Kaspar Dr.

Flagstaff, AZ 86004

Phone: 928-679-8922

Fax: 928-779-6868

[rcashman@naipta.az.gov](mailto:rcashman@naipta.az.gov)



December 29, 2016

Ms. Rhonda Cashman  
Clerk of the Board  
NAIPTA  
3773 N. Kaspar Drive  
Flagstaff, AZ 86004

Dear Rhonda,

Please accept this letter as my interest in serving on the Transit Advisory Committee for the Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA).

Transportation in Northern Arizona is an important initiative for the Northern Arizona Leadership Alliance, and as the organization's CEO, I feel it is an important opportunity to be directly involved in.

I have attached my resume and appreciate you considering me for the committee.

Sincerely,

T Paul Thomas, CEO

## T. PAUL THOMAS

A serial CEO and President, I have led both Public and Private Venture Capital backed technology companies, with operations around the globe. My major accomplishments include:

- Raised over \$130M in Venture Capital (August Capital, Intel Capital, In-Q-Tel, Dell, Blumberg & 3i)
- Handled the sale or acquisition of 8 business units or companies and involved in 3 IPO filings
- Managed companies in Africa, China, Europe, India, Japan and the U.S. with as many as 400 employees

### PROFESSIONAL EXPERIENCE

#### **Northern Arizona University – Flagstaff, AZ**

**2013 – Present**

##### *Executive in Residence and Assistant Professor of Practice*

In the Spring of 2013, the Dean of the WA Franke College of Business created an Executive in Residence Program. His goal was to hire a seasoned executive that could both teach students about business from a perspective of living it and create a Social Entrepreneurship Center. I was the first executive hired into this newly created position

- Taught Introduction to Business to over 300 students in the 2013/2014 academic year
- Developed a 300 level course on Small Business Entrepreneurship for non-business majors
- Created a Social Entrepreneurship Center that will focus on Not for Profit and Social enterprises
- Have been instrumental in bringing executives from companies like Google and Disney to the college

#### **Komaza, Inc - Kenya, Africa**

**2012 – Present**

##### *Chairman of the Board*

Founded in 2006 as a non-profit, Komaza helps the poorest of the poor in coastal Kenya by providing the inputs required to plant trees that will result in life changing and recurring income. By the end of 2014 we will have planted two million trees and helped 15,000 families

- Established a professional organization consisting of a Board of Directors, local Kenya and US management
- Put in place proper legal and accounting process and procedures
- Spearheaded the process for raising the \$3.0M required to support the organization thru 2015

#### **KMR Technology, Inc Pleasanton, CA**

**2007 – 2013**

##### *President and CEO*

Founded in 2005, KMR Technology is a Management Consulting firm started to help companies in need of interim or part-time CEO, President and COO staffing. KMR Technology has assisted both public and private companies in everything from M&A, fund raising, strategic planning and day-to-day operations. Assignments include Monscierge (Oklahoma City), Armanta (New Jersey), SimplyDIRECT (Massachusetts), Healthcare Technical Services (San Francisco) and Datahug (Dublin, Ireland)

- Recruited seasoned executives for the management teams and the boards
- Put in place a true business structure, including business plans, budgets and operation systems
- Re-branded the companies and rolled out a comprehensive marketing plan
- **Grew revenue at least 40% in each company** through the introduction of Sales and Marketing

#### **Network Chemistry, Inc Palo Alto, CA**

**2006 – 2007**

##### *President and CEO*

Took over a three-year-old, venture backed Wireless Security company, in need of management, revenue, investment and process. The company has over 40 employees provides the leading Wireless ID and IP solution for government, enterprise, healthcare and financial markets

- Replaced the key management with proven, seasoned executives that made immediate impact
- Reduced expenses over 35% and **grew revenue over 100% in first six months**
- Closed on a **\$3.5M bridge financing** with the current investors, while starting a Series B fundraising
- Built out the sales organization, and transitioned from a Direct only, to a Channel and Partner sales organization
- Structured the company for an acquisition that took place in June 2007 to Aruba resulting in a **2X return**

## **Secure Computing, Inc Concord, CA**

2006

### *Senior Vice President of Marketing and Corporate Strategy*

Hired by the CEO and the Board of Directors to put together a strategy that would grow the company from \$250M to \$1B by 2010.

- Designed an M&A Strategy for dominated the Security space
- Met and negotiated with “target” acquisition companies
- Create and delivered the Global Corporate Strategy to the Board of Directors

## **Seclarity, Inc San Mateo, CA**

2005

### *President and CEO*

Took over a two-year-old, venture backed software company, in need of management, revenue, investment and process. The company had over 20 employees in Arizona, California, New Mexico and Washington DC and provided a complete Network Security Solution, with emphasis on Encryption, Firewall, and Network Access Control.

- Recruited the management team and replaced several Board members
- Reduced expenses over 20% by consolidating operations and offices
- Transitioned the company from an “engineering driven” to market driven
- **Closed on a \$1.5M bridge financing** with the current investors, while starting a Series B fundraising

## **CEO Software, Inc Tucson, AZ**

2003 – 2004

### *Chairman and CEO*

Took a 20 year old, stagnant software company, and transformed it into a company that achieved **30% quarter over quarter increases in revenue**. The company with over 30 employees in Arizona became a leading provider of scheduling and event planning software solutions and services worldwide.

- Recruited the management team and Board of Directors
- Re-branded the company and rolled out a comprehensive marketing plan
- Maintained profitability while investing in growth and infrastructure
- Drove a M&A strategy to consolidate the many small “players” in the market
- Managed and negotiated the sale of the company to the largest competitor for a **6X return on the initial investment**

## **Intrinsic Graphics, Inc Mountain View, CA**

2001 – 2003

### *Chairman, CEO and President*

Transformed the technology centric start-up, to a leading sale and marketing driven company focused on the graphics and video game market. The company with over 50 employees, in the United States, Europe and Japan emerged as one of the leading providers of middleware, and a graphics development platform used by developers worldwide.

- Established sales and marketing infrastructure that resulted in first ever revenue
- Recruited the management team to take the company to the next level
- **Lead the process to raise a Series C** round of private investment
- Brought leadership and business thinking to a technology start-up
- Managed and negotiated the sale of the company for a breakeven return
- Served as parent company to Keyhole, Inc, a spin-off that was acquired by Google (Google Earth) for **20+X return**

## **Turbolinux Inc, Brisbane CA**

2000 – 2003

### *Chairman, CEO and President (Chairman of the Board only from July 2001 – January 2003)*

Responsible for all aspects of the company, which had over 300 employees in over 10 countries, including China, Japan, Taiwan, Korea, Hong Kong, Germany, Australia, Canada, and the United States. In addition to directing the company growth, into the enterprise market, and eventually to an IPO filing, serve as a Linux industry spokesperson throughout the world.

- Recruited the entire management team and board of directors
- **Raised more than \$100M in three rounds of private funding**
- Formulated a worldwide strategy and business plan that lead to significant growth
- Restructured the company to bring closer to profitability
- Brought together an impressive banking and legal team that lead to a **successful filing for an IPO**
- Brought process, procedure and order to a fast growing startup
- Managed and negotiated the sale of the company

## **Artisoft Inc, Cambridge MA**

**1997 – 2000**

### *CEO and President*

Lead the public company (NASDAQ: ASFT), with over 200 employees, to become the leading provider of computer based (NT) telephony systems. Directed the turnaround and transformation of Artisoft from a peer-to-peer networking products company (Lantastic), to that of a leader in the Computer Telephony (CT) market with TeleVantage, the flagship product.

- **Increased company market cap 1500%** from my start, until departure (share price \$1.50 to \$24.00)
- Recruited the entire management team and board of directors
- Accomplished a complete business turnaround (grew revenue, returned to profitability, increased investment)
- Successfully integrated several acquired companies that increased market share
- Successfully sold off non-performing and non-strategic business units and product lines

## **Sunquest Information Systems, Tucson AZ**

**1996 – 1997**

### *Senior Vice President, Marketing*

Responsible for worldwide corporate marketing, including product marketing and management, advertising, public and investor relations, corporate communications, and market research for this public company (NASDAQ: SUNQ), that is a world leader in medical lab software solutions.

- **Completed a successful IPO in May 1996**
- Drove the entire strategic planning process, from design to implementation
- Completed a strategic acquisition that lead to a significant increase in market share
- Managed a staff of over 50 employees and a budget in excess of \$8.0 M

## **Apple Computer, Campbell CA**

**1994 – 1996**

### *Senior Director, Marketing*

Responsible for channel strategy, development and marketing for Apple Americas (US, Canada and Latin America), involving over 12,000 resellers, retailers and VARs, resulting in over \$6.0 billion in revenue.

- Managed a staff of over 60 people and a budget in excess of \$120 million
- Reorganized department in order to streamline operations and reduce expenses by 50%
- Developed and managed all channel programs including price protection, returns, MDF, and soft dollars

## **Compaq Computer, Houston TX**

**1989 – 1993**

### *Director, Channel Marketing and Operations*

Responsible for the development, expansion, and management of North America channels of distribution, which included 8,000 reseller locations, responsible for over \$3.0 billion in revenue.

## **MicroAge, Phoenix AZ**

**1986 – 1989**

### *Vice President and General Manager*

Served as general manager of PGI Inc, the \$14.0 million MicroAge subsidiary focused on distributing hardware solutions to the high end VAR/VAD market. Had full P&L, balance sheet and cash flow accountabilities. Responsible for the development, evaluation and implementation of merger and acquisition opportunities. **Assisted in the company IPO in 1989**

## **AFFILIATIONS/ACCOMPLISHMENTS**

- Member, Northern Arizona University Foundation, Board of Director 2001 - Present
- Former member, Young Presidents Organization, Arizona and Northern California chapters
- Eagle Scout Award, Boy Scouts of America, 1976

## **EDUCATION**

- Northern Arizona University, BS in Business Administration, 1983
- Northern Arizona University, Master of Education Degree, Education Leadership, 2014

## **CONTACT INFO**

- [tpaulthomas@comcast.net](mailto:tpaulthomas@comcast.net) - 928.255.2349 – 1429 N Mariposa Flagstaff, AZ 86004



**Northern Arizona Intergovernmental Public Transportation Authority**

3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • www.mountainline.az.gov

**DATE PREPARED:** January 6, 2017  
**MEETING DATE:** January 18, 2017  
**TO:** Honorable Chairman and Members of the Board  
**FROM:** Rhonda Cashman, Clerk of the Board  
**SUBJECT:** Meeting Calendar Review

**RECOMMENDATION:**

**Staff recommends the Board of Directors** review and provide direction regarding the FY2017 and FY2018 meeting dates.

**BACKGROUND:**

Pursuant to Board practice, staff offers a calendar review each year in January and June. This allows all Board, TAC and staff members to plan and have the meetings marked on their calendars. To assist in planning for the next 18 months, staff requests the BOD review the remaining FY2017 meeting dates and the proposed dates for the FY2018 meeting calendar. These dates and times are open to discussion and modification.

Spring Break in March is the only possible conflict for the Board that seems to be repetitive.

The Coconino County Board of Supervisors will be on summer recess June 28<sup>th</sup> through August 5<sup>th</sup>. The Flagstaff City Council will tentatively be on summer recess July 6<sup>th</sup> through August 14<sup>th</sup>. NAU and CCC Fall Semester classes will begin on August 28<sup>th</sup>. Please decide if the NAIPTA Board should be on recess in July or August in FY2018.

**TAC DISCUSSION:**

The TAC was supportive of either the July or August Recess for FY2018 Meeting Dates.

**FISCAL IMPACT:**

The Board and TAC meeting schedule has no fiscal impact.

**SUBMITTED BY:**

**APPROVED BY:**

\_\_\_\_\_  
Rhonda Cashman  
Clerk of the Board

\_\_\_\_\_  
Jeff Meilbeck  
CEO and General Manager



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**ATTACHMENTS:**

1. FY2017 Meeting Calendar -page 78
2. FY2018 Meeting Calendar-July Recess -page 79
3. FY2018 Meeting Calendar-August Recess -page 80



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# NAIPTA FY2017 REGULAR MEETINGS

**Transit Advisory Committee (TAC) - First Thursday of each Month**  
**Board of Directors (BOD) – Third Wednesday of each Month**

Date	Meeting	Location	Time
7/7/2016	TAC	WEB EX NAIPTA Based	10am
7/20/2016	BOD	WEB EX NAIPTA Based	10am
8/2016	Recess	-----	-----
9/1/2016	TAC	WEB EX NAIPTA Based	10am
9/21/2016	BOD	WEB EX NAIPTA Based	10am
10/6/2016	TAC	WEB EX NAIPTA Based	10am
10/19/2016	BOD	WEB EX NAIPTA Based	10am
11/3/2016	TAC	WEB EX NAIPTA Based	10am
11/16/2016	BOD	WEB EX NAIPTA Based	10am
12/1/2016	BOD/TAC Advance	Flagstaff	8am-5pm (TBD)
1/5/2017	TAC	WEB EX NAIPTA Based	10am
1/18/2017	BOD	WEB EX NAIPTA Based	10am
2/2/2017	TAC	WEB EX NAIPTA Based	10am
2/15/2017	BOD	WEB EX NAIPTA Based	10am
3/2/2017	TAC	WEB EX NAIPTA Based	10am
<b>3/15/2017</b>	<b>BOD</b>	<b>WEB EX NAIPTA Based</b>	<b>10am</b>
4/6/2017	TAC	WEB EX NAIPTA Based	10am
4/19/2017	BOD	WEB EX NAIPTA Based	10am
5/4/2017	TAC	WEB EX NAIPTA Based	10am
5/17/2017	TAC/BOD Joint Meeting	Flagstaff	10am-2pm (TBD)
6/1/2017	TAC	WEB EX NAIPTA Based	10am
6/21/2017	BOD	WEB EX NAIPTA Based	10am

# NAIPTA FY2018 REGULAR MEETINGS

**Transit Advisory Committee (TAC) - First Thursday of each Month**  
**Board of Directors (BOD) – Third Wednesday of each Month**

Date	Meeting	Location	Time
7/2017	Recess	-----	-----
8/3/2017	TAC	WEB EX NAIPTA Based	10am
8/16/2017	BOD	WEB EX NAIPTA Based	10am
9/7/2017	TAC	WEB EX NAIPTA Based	10am
9/20/2017	BOD	WEB EX NAIPTA Based	10am
10/5/2017	TAC	WEB EX NAIPTA Based	10am
10/18/2017	BOD	WEB EX NAIPTA Based	10am
11/2/2017	TAC	WEB EX NAIPTA Based	10am
11/15/2017	BOD	WEB EX NAIPTA Based	10am
12/7/2017	BOD/TAC Advance	Flagstaff	8am-5pm (TBD)
1/4/2018	TAC	WEB EX NAIPTA Based	10am
1/17/2018	BOD	WEB EX NAIPTA Based	10am
2/1/2018	TAC	WEB EX NAIPTA Based	10am
2/21/2018	BOD	WEB EX NAIPTA Based	10am
3/1/2018	TAC	WEB EX NAIPTA Based	10am
3/21/2018	BOD	WEB EX NAIPTA Based	10am
4/5/2018	TAC	WEB EX NAIPTA Based	10am
4/18/2018	BOD	WEB EX NAIPTA Based	10am
5/3/2018	TAC	WEB EX NAIPTA Based	10am
5/16/2018	TAC/BOD Joint Meeting	Flagstaff	10am-2pm (TBD)
6/7/2018	TAC	WEB EX NAIPTA Based	10am
6/20/2018	BOD	WEB EX NAIPTA Based	10am

Subject to change up until 24 hours before meeting

Proposed 1/18/2017

# NAIPTA FY2018 REGULAR MEETINGS

**Transit Advisory Committee (TAC) - First Thursday of each Month**  
**Board of Directors (BOD) – Third Wednesday of each Month**

Date	Meeting	Location	Time
7/6/2017	TAC	WEB EX NAIPTA Based	10am
7/19/2017	BOD	WEB EX NAIPTA Based	10am
8/2017	Recess	-----	-----
9/7/2017	TAC	WEB EX NAIPTA Based	10am
9/20/2017	BOD	WEB EX NAIPTA Based	10am
10/5/2017	TAC	WEB EX NAIPTA Based	10am
10/18/2017	BOD	WEB EX NAIPTA Based	10am
11/2/2017	TAC	WEB EX NAIPTA Based	10am
11/15/2017	BOD	WEB EX NAIPTA Based	10am
12/7/2017	BOD/TAC Advance	Flagstaff	8am-5pm (TBD)
1/4/2018	TAC	WEB EX NAIPTA Based	10am
1/17/2018	BOD	WEB EX NAIPTA Based	10am
2/1/2018	TAC	WEB EX NAIPTA Based	10am
2/21/2018	BOD	WEB EX NAIPTA Based	10am
3/1/2018	TAC	WEB EX NAIPTA Based	10am
3/21/2018	BOD	WEB EX NAIPTA Based	10am
4/5/2018	TAC	WEB EX NAIPTA Based	10am
4/18/2018	BOD	WEB EX NAIPTA Based	10am
5/3/2018	TAC	WEB EX NAIPTA Based	10am
5/16/2018	TAC/BOD Joint Meeting	Flagstaff	10am-2pm (TBD)
6/7/2018	TAC	WEB EX NAIPTA Based	10am
6/20/2018	BOD	WEB EX NAIPTA Based	10am



**DATE PREPARED**      January 6, 2017

**MEETING DATE:**      January 18, 2017

**TO:**                      Honorable Chairman and Members of the Board

**FROM:**                  Jacki Lenners, Marketing Manager

**SUBJECT:**              CCC Pilot Pass Program Update

**RECOMMENDATION:**

**Staff recommends the Board of Directors** approve the continuation of the CCC Pilot Pass Program at the current level through FY2018.

**RELATED STRATEGIC WORKPLAN OBJECTIVE**

**Guiding Principles:**

- ❖ Strive for continuous improvement in all we do
- ❖ Collaborate to enhance service delivery

**Related 5 Year Horizon:**

- ❖ Build cooperative relationships regionally to expand and enhance NAIPTA’s positive impact.

**BACKGROUND:**

NAIPTA engaged in a one-year Pilot Pass Program with CCC, beginning in August 2016, in which all CCC students and staff are entitled to a free transit pass. The Intergovernmental Agreement between NAIPTA and CCC included a fee of \$10,000 for the pilot program.

At the conclusion of the Fall 2016 semester, NAIPTA and CCC met to review the data and discuss next steps. Highlights of the program thus far (full details in attached “First Semester Data” sheet):

- CCC passes have been used 25,099 times.
- All routes have been used, including 159 unique stops (96% of the system)
- The Routes 4 and 14 stops on Lone Tree Rd. in front of CCC saw a combined 39 percent increase in ridership over the same period in 2015.
- CCC has anecdotal evidence of the program being well-received by students.
- CCC did not see an impact on parking shortages, but this was due in part to classes being shifted to the Lone Tree Campus from Fourth St. and other scheduling issues.



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**ALTERNATIVES:**

- 1) **Continue the CCC Pilot Pass Program in FY2018 (recommended):** Staff recommends that the Board of Directors approve the continuation of the CCC Pilot Pass Program at the current level. After meeting with CCC on Dec. 16 to discuss the first semester results, it became evident that both organizations need more than six months of results before deciding how best to move forward. Both organizations are also closing in on critical budget deadlines, and there is not enough time or information to make changes to the program for FY2018. By agreeing now to continue the program for one more year, it gives NAIPTA and CCC the opportunity to evaluate a full year of data in the summer of 2017 and have the time to make recommendations on a sustainable model moving forward.
  
- 2) **Eliminate the CCC Pilot Pass Program (not recommended):** The CCC Pilot Pass Program has been successful for both CCC and NAIPTA, and both organizations are in agreement that there is a mutual desire to move forward in some fashion. The elimination of the program would not allow these continued discussions and data evaluation.
  
- 3) **Modify the CCC Pilot Pass Program (not recommended):** There are several models to consider for the future, once the program has a full year of data to evaluate. Possibilities include:
  - a. Cost Sharing: CCC buys full-price semester passes from NAIPTA and sells them to students and staff at a discount. This option would require CCC to re-evaluate its parking fees to make transit more affordable than parking a vehicle.
  - b. Pay-Per-Ride: Some transit agencies have relationships with community colleges and universities in which all students and staff have access to a free transit pass and the institution pays an agreed upon amount each time a pass is used.
  - c. Universal Access Pass: Some transit agencies have relationships with community colleges and universities in which all students and staff have access to a free transit pass and the institution pays an agreed upon total annual amount, or a per-student amount.

**TAC DISCUSSION:**

TAC members were impressed with the first semester program results and in agreement that the pilot program should continue for one more year to get a full year of data before modifying the program.

**FISCAL IMPACT:**

The proposed fee of \$10,000 to be paid by CCC is anticipated to offset the loss of fare revenues paid by riders to attend courses at CCC. The fee was determined based on preliminary analysis for activity at CCC in conjunction with the estimated number of semester and annual passes currently sold to CCC students.



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**SUBMITTED BY:**

**APPROVED BY:**

\_\_\_\_\_

\_\_\_\_\_

Jacki Lenner  
Marketing Manager

Jeff Meilbeck  
CEO & General Manager

**Attachments:**

- 1) First Semester Data -page 84



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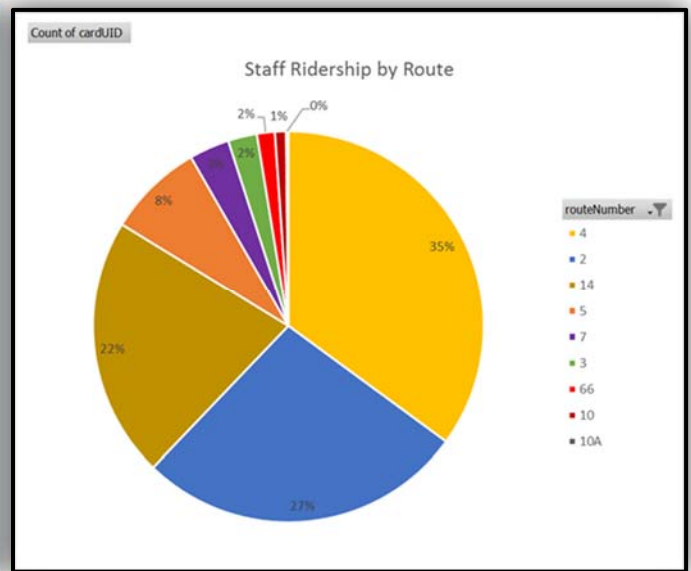
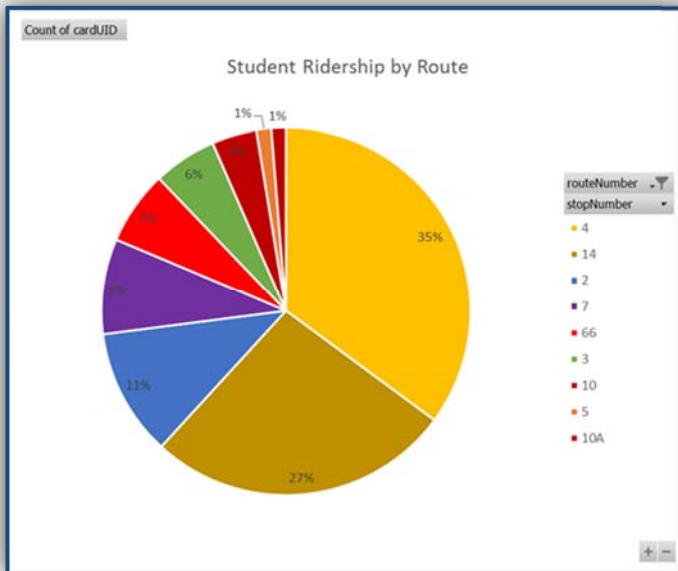




### CCC Pilot Pass Program First Quarter Data (Aug. 15 – Dec. 16)

#### Ridership Data

- CCC passes (student and staff) have been used 25,099 times
- 724 individual passes have been used
  - 687 student (Average usage is 73 times)
  - 37 staff (Average usage is 33 times)
- All routes have been used, including 159 unique stops (96% of system)



- The Routes 4 and 14 stops on Lone Tree Rd. in front of CCC saw a combined 39 percent increase in ridership over the same period in 2015.
  - 68 percent of ridership at these stops was with a CCC pass.
- 94 percent of CCC student trips occurred on weekdays.
- An average of 53 students are actively choosing transit over driving a personal vehicle to campus, assuming students have class 2-3 times per week.

#### Financial Data

- The CCC contractual obligation for the first quarter is \$2,500
- If single ride passes (\$1.25 value) or day passes (\$2.50 value) were purchased directly for pass holders, the cost would be \$16,719. This assumes that if a student had two or more rides in a single day, they bought a day pass.
- If semester passes (\$99 value) were purchased for students that rode twice weekly on average, the cost would be \$20,592.



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**DATE PREPARED:** January 6, 2017

**DATE:** January 18, 2017

**TO:** Honorable Chairman and Members of the Board

**FROM:** Erika Mazza, Deputy General Manager

**SUBJECT:** ParkFlag Pilot Pass Program

**RECOMMENDATION:**

**Staff recommends the Board of Directors** approve a Pilot Pass Program with ParkFlag, allowing ParkFlag to purchase ecoPasses for individual employees within the Downtown Parking District for a one-year trial period.

**RELATED STRATEGIC WORKPLAN OBJECTIVE**

Guiding Principles:

- ❖ Strive for Continuous improvement in all we do
- ❖ Collaborate to enhance service delivery

Related 5 Year Horizon:

- ❖ Build cooperative relationships regionally to expand and enhance NAIPTA's positive impact.

**BACKGROUND:**

Due to the forthcoming parking fee area within downtown Flagstaff, the entity ParkFlag, a division within the City of Flagstaff, contacted NAIPTA to discuss parking demand reduction opportunities. Staff met with City staff, Karl Eberhard on several occasions to develop the foundation for this pilot program. To provide individual employees, who work within the Downtown Parking District, alternatives to purchasing an employee parking pass, NAIPTA and ParkFlag developed the following pilot program. This program will be free of charge to the end user and allow full access to the NAIPTA system for a 1-year trial period.

After assessing the needs of ParkFlag, NAIPTA proposed a Pilot Pass Program that would provide ecoPasses to an entity that is not an individual employer. The fee structure is set at the same rate as the existing ecoPass program and will be made available to individual employees in lieu of issuing an employee parking permit.

NAIPTA will provide a minimum of 100 ecoPasses to ParkFlag and ParkFlag will distribute, manage, and maintain the passes for the intended users. These passes will be offered to any employee whose employer has less than 50 employees and is employed in the Downtown Parking District. The ecoPass provides the card holder with unlimited access to Mountain Line and Mountain Link services. NAIPTA will collect and provide a summary of pass usage and ridership figures at the 6-month and 1-year mark.



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## **Northern Arizona Intergovernmental Public Transportation Authority**

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As with the CCC Pilot Program, NAIPTA has baseline bus stop data for boardings and alightings in the downtown. This existing data will serve as a starting point for measuring success. NAIPTA would use the ecoPass fare card for this pilot project, which allows us to track ridership and usage data for the specific ParkFlag audience. With this access to data, we will be able to determine if we move the ridership needle in the downtown and can determine ridership patterns across the entire system.

Many transit agencies have pass programs with downtown parking jurisdictions, and this innovative partnership would serve as an opportunity to test the waters in the Flagstaff market.

With a manageable population base, this program is an ideal audience to determine if additional transportation demand reductions programs could work to reduce congestion and parking issues. NAIPTA Staff are confident that the current system can accommodate any increase in ridership attributed to this pilot program.

After the one-year pilot program, NAIPTA and ParkFlag can assess the data to determine next steps.

### **TAC DISCUSSION:**

TAC was generally supportive of this pilot program and are interested in seeing the data once the program is underway.

### **ALTERNATIVES:**

- 1) Approve the ParkFlag Pilot Pass Program. (recommended):** Approving this program allows NAIPTA and ParkFlag to engage in an innovate partnership designed to increase transit ridership and decrease the demand for parking. The results of the pilot program can be easily measured to gauge success and determine next steps. Given our ability to measure results, staff believe that whether the program is successful, neutral or even ineffective, the data we gather will be valuable to future planning efforts and is worth gathering.
- 2) Do not approve the ParkFlag Pilot Pass Program. (not recommended):** This program is not on the current work plan and will take time and effort to implement. There is no guarantee of success, but as a learning organization we would like to be true to our guiding principles of continual improvement, innovation and collaboration, and build cooperative to expand our impact.

### **FISCAL IMPACT:**

The upfront cost to ParkFlag is \$1,750 to initiate the program and \$33.50 per pass, based on 100 minimum passes requested. Guaranteeing NAIPTA a minimum 100 passes purchased will amount to \$3,350 plus the onetime fee of \$1,750 to initiate, design, initialize, and load the ecoPasses. ParkFlag has agreed to the fee of \$5,100 and is expected to initiate purchase of the passes, if the NAIPTA Board approves this program. NAIPTA has the necessary staffing resources to manage the ecoPass program and can absorb the management responsibilities of the ParkFlag program.



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**SUBMITTED BY:**

**APPROVED BY:**

\_\_\_\_\_  
Erika Mazza  
Deputy General Manager

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Jeff Meilbeck  
CEO and General Manager

**ATTACHMENTS:**

None.



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## NAIPTA MEMORANDUM

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**DATE:** December 20, 2016  
**TO:** Honorable Chairman and Members of the Board  
**FROM:** Kate Morley, Mobility Planner  
**SUBJECT:** Winslow Transit Plan

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On April 20, 2016, the NAIPTA BOD approved the submittal of the Arizona Department of Transportation (ADOT) FY2016 Section 5311 grant application and execution of subsequent awards. On July 22, 2016, ADOT contacted NAIPTA staff to confirm award notification for the 5311 program.

The Winslow Planning grant award is for \$200,000. The request included \$150,000 for planning services and \$50,000 for administrative costs. The full \$200,000 was awarded at an 80/20 split. Federal share is \$160,000 and local match is \$40,000. Winslow’s portion of the local match is \$20,000 with the remainder of the match identified as other.

A kickoff meeting has been scheduled with staff at the City of Winslow for January 19, 2017. Staff is anticipating having an existing conditions report and analysis of alternatives complete in March 2017. Stakeholder and general public involvement is tentatively scheduled for April-June. The estimated date of completion for the final plan is July/ August, to coincide with the wrap of the NAIPTA 5-Year Plan.



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