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, March 14, 2018
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:

1. CALL TO ORDER
2. ROLL CALL AND INTRODUCTIONS
3. APPROVAL OF MINUTES:
   a. Special Meeting 2/15/18

-pages 1-4

-pages 5-7
b. Regular Meeting 2/21/2018 -pages 8-14

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:

There are no items for the consent agenda.

DISCUSSION / ACTION ITEMS:

5. APPROVE THE FY2017 FINANCIAL AUDIT REPORT -pages 15-23
-Lauree Battice, Business Manager
Staff recommends the Board of Directors approve the FY2017 Financial Audit Report as completed by Fester and Chapman P.C.

6. BUDGET PROCESS DISCUSSION -pages 24-25
-Heather Dalmolin, Administrative Director
The Board may provide direction, but there is no recommendation from staff at this time.

7. AWARD OF REQUEST FOR PROPOSAL (RFP) 2018-114 NAIPTA OFFICE BUILDING RENOVATION -pages 26-28
-Wade Forrest, Facilities Manager
Staff recommends the Board of Directors award RFP 2018-114 and contract for the NAIPTA Office Building Renovation to Kinney Construction Services in the amount not to exceed $377,625.

8. TRANSPORATION DECISION 2018 -page 29
-Jeff Meilbeck, CEO and General Manager
The Board may provide direction, but there is no recommendation from staff at this time.

9. 2017 5-YEAR TRANSIT IMPLEMENTATION PLAN -pages 30-33
-Alicia Becker, Transit Planner
The Board may take action to provide direction to staff on the 5-Year Transit Implementation Plan.
10. APPROVE PURCHASE OF TWO-WAY RADIO EQUIPMENT
   - Heather Dalmolin, Administrative Director
   Staff recommends the Board of Directors approve the purchase of new two-way radio equipment from Niles Radio Communications for a total not to exceed $134,182.00.

PROGRESS REPORTS:

11. CEO AND GENERAL MANAGER SUCCESSION PLAN UPDATE
    - Scott Overton, Board Chair

12. EMPLOYEE SATISFACTION SURVEY
    - Jeff Meilbeck, CEO and General Manager

13. SUMMARY OF CURRENT EVENTS
    - Jeff Meilbeck, CEO and General Manager

EXECUTIVE SESSION

Executive sessions are closed to the public.

The Board will consider a motion to convene an executive session pursuant to A.R.S. § 38-431.03(A)(1) for the following purpose:

1. CEO and General Manager’s Evaluation

Following the conclusion of the Executive Session, the Board will reconvene the public meeting.

ITEMS FROM COMMITTEE AND STAFF:

14. SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS
   April/May Working Agenda - page 35
   Strategic Workplan - pages 36-37
   The next Board meeting will be April 18, 2018 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. April agenda items will include but not be limited to the Budget Message, Office Remodel Construction Update, Bus Purchase, Adopt Vanpool Business Plan, Transportation Decision 2018, CEO and General Manager Evaluation Update and the CEO and General Manager Succession Plan Update. The April 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
Board of Directors and Transit Advisory Committee Special Meeting Minutes for Thursday, February 15, 2018

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, February 15, 2018 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 the meeting at the address above.

PRESENT:

BOARD MEMBERS PRESENT:
Scott Overton (Chair), City Council, City of Flagstaff, arrival at approximately 12:38pm;
Veronica Hipolito (Secretary), Dean of Students, CCC, designee;
Joanne Keene, Executive Vice President and Chief of Staff, NAU, left at approximately 1:08pm
*Three of our five Board member seats must be present to constitute a quorum.
**The City of Flagstaff holds two seats.

BOARD MEMBERS EXCUSED:
Art Babbott (Vice Chair), Board of Supervisors, Coconino County;
Matt Ryan, Board of Supervisors, Coconino County, alternate;
Eva Putzova, City Council, City of Flagstaff;
Jamie Whelan, Vice Mayor, City of Flagstaff, alternate;
Charlie Odegaard, City Council, City of Flagstaff, alternate;
Rich Bowen, Associate Vice President for Economic Development, NAU, alternate;
Colleen Smith, President, CCC

TAC MEMBERS PRESENT:
Dave Wessel (Chair), Manager, FMPO, arrival at approximately 12:42pm;
Gillian Thomas (Vice Chair), Citizen Representative, Coconino County;
Lucinda Andreani, Interim Deputy County Manager, Coconino County, left at approximately 1:13pm;
Ron Hurle, Chief Innovation Officer/Vice President, CCC, designee
*Five of our eight TAC member seats must be present to constitute a quorum.*

**TAC MEMBERS EXCUSED:**
- James Jayne, Interim County Manager, Coconino County;
- Barbara Goodrich, Interim City Manager, City of Flagstaff;
- Shari Miller, Citizen Representative, City of Flagstaff;
- Paul Wagner, Citizen Representative, City of Flagstaff, alternate;
- Erin Stam, Director of Parking and Shuttle Services, NAU, designee;
- T. Paul Thomas, Business Representative, Northern Arizona Leadership Alliance;
- Tim Kinney, Business Representative, Northern Arizona Leadership Alliance, alternate;
- Martin Ince, Multi-Modal Planner, FMPO, alternate

**NAIPTA STAFF IN ATTENDANCE:**
- Heather Dalmolin, Administrative Director;
- Rhonda Cashman, Clerk of the Board

**GUESTS PRESENT:**
- Julie Lancaster, Lancaster Consulting - Succession Team Contractor;
- Rick Simonetta, Burns Engineering, Inc. - Succession Team Contractor;
- Chris Boylan, Harris, Rand and Lusk - Succession Team Contractor

Secretary Hipolito agreed to chair this meeting. She called the meeting to order at approximately 12:09pm.

- Welcome
- Roll Call and Introductions
- CEO and General Manager Position - Needs Assessment Discussion

Mr. Boylan explained their different task pieces in the Succession Plan process:  
  - Mr. Simonetta – Needs Assessment, Analysis and Planning  
  - Mr. Boylan – Recruitment Effort  
  - Ms. Lancaster – Transition Training

Members were given a handout with their biographical information.

Ms. Lancaster explained she is going to shrink about 2 years’ worth of transition training into six months, including: Coaching, Listening and Change Management Sessions, Strategic Planning Retreat and Communication Plan.

There were collective comments from the Board and TAC regarding honoring Jeff as part of the process and sharing information between the Board, TAC and staff groups.

Mr. Simonetta reviewed his experience, provided some comments about meeting Jeff and Erika, as well as Jeff’s leadership and commitment to community. He noted this may be the most important decision NAIPTA will ever make. There was a consensus that the successful candidate should be a good fit for the organization and the community.
There was a brief discussion on how NAIPTA is viewed in the Community. Very positive comments were shared by Board and TAC members.

There was a brief discussion about how the image of NAIPTA is shaped by the CEO and General Manager.

The objective of the meeting was to answer two questions:
1. What are the internal & external management challenges the new CEO will encounter?
2. What are the specific attributes & competencies needed for the new CEO to be successful?

For question one, Board and TAC members made individual lists, then shared in small groups and then provided five external challenges and two internal challenges. For question two, Board and TAC members made individual lists, then shared in small groups and then provided seven competencies and eleven attributes.

Some additional comments were shared before closing. Transit is special. Confirm NAIPTA is looking for someone with a commitment to a career in the industry, resource development and a good base of experience. Requested search focus should be primarily in the intermountain western U.S. The candidate should have a feel for community development, knowledge of how communities work, as well as transit.

Secretary Hipolito adjourned the meeting at approximately 2:01 pm.

________________________________________
Scott Overton, Chair NAIPTA Board of Directors

ATTEST:

________________________________________
Rhonda Cashman, Clerk of the Board
The Board of Directors met in Regular Session on Wednesday, February 21, 2018 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 EXCUSED:**
Matt Ryan, Board of Supervisors, Coconino County, alternate;
Jamie Whelan, Vice Mayor, City of Flagstaff, alternate;
Charlie Odeggaard, City Council, City of Flagstaff, alternate;
Rich Bowen, Associate Vice President for Economic Development, NAU, alternate;
Colleen Smith, President, CCC

**NAIPTA STAFF IN ATTENDANCE:**
Jeff Meilbeck, CEO and General Manager;
Erika Mazza, Deputy General Manager;
Heather Dalmolin, Administrative Director, (WebEx);
Jim Wagner, Operations Director;
Jacki Lenners, Marketing Manager, arrival at approximately 10:10am;
Lauree Battice, Business Manager;
Wade Forrest, Facilities Manager;
Jon Matthies, IT Manager;
Anne Dunno, Capital Project Manager;
Alicia Becker, Transit Planner;
Kate Morley, Mobility Planner;
Estella Hollander, Associate Planner;
Rhonda Cashman, Clerk of the Board

GUESTS PRESENT:
Todd Morris, Mobility Planner, Northern Arizona Council of Governments (NACOG)

1. CALL TO ORDER -Chair Overton called the meeting to order at 10:00am.

2. ROLL CALL AND INTRODUCTIONS

3. APPROVAL OF MINUTES 1/17/2018

Vice Chair Babbott moved to approve the January 17, 2018 minutes as presented. Secretary Hipolito seconded. All approved, none opposed. Motion carried.

4. CALL TO THE PUBLIC

We had one guest in the room, Todd Morris from NACOG, but he did not wish to address the Board.

CONSENT ITEMS:

There were no items for the consent agenda.

DISCUSSION / ACTION ITEMS:

5. SECTION 5310 APPROVAL OF APPLICATION AND EXECUTION OF CONTRACT
   -Kate Morley, Mobility Planner

   Staff recommends the Board of Directors: 1) Authorize staff to submit application to the Arizona Department of Transportation (ADOT); and 2) Execute the contract of award for Section 5310 funds from the Federal Transit Administration (FTA) through ADOT for the continuation of the Mobility Management, Taxi Voucher Programs, and ADA Plus Operations.

   Ms. Morley gave a brief explanation of the funding need for this grant. Vice Chair Babbott moved to approve as presented. Secretary Hipolito seconded. All approved, none opposed. Motion carried.

6. SECTION 5311 APPROVAL OF APPLICATION AND EXECUTION OF CONTRACT
   -Kate Morley, Mobility Planner

   Staff recommends the Board of Directors: 1) Authorize staff to submit application to the Arizona Department of Transportation (ADOT); and 2) Execute the contract of award.
for Section 5311 funds from the Federal Transit Administration (FTA) through ADOT for the continuation of the Vanpool Program and to expand transit service along US 180 related to winter congestion.

Ms. Morley gave a brief explanation of the funding need for this grant. Vice Chair Babbitt asked for further explanation of how Arizona Snowbowl funds might be co-mingled and how NAIPTA will work with them. Ms. Morley replied that Snowbowl funds can be used as local match for all services in that corridor. Under the US 180 Implementation Plan, NAIPTA can look at incentives to promote riding the bus to the Arizona Snowbowl and snow play areas. At Vice Chair Babbott’s request, Ms. Morley provided a brief vanpool program update. Vice Chair Babbott moved to approve as presented. Secretary Hipolito seconded. All approved, none opposed. Motion carried.

7. MILL TOWN LETTER TO CITY MANAGER’S OFFICE
-Jeff Meilbeck, CEO and General Manager
Staff recommends the Board of Directors consider sending a letter to the Flagstaff City Manager’s office regarding NAIPTA’s perspective on the proposed Mill Town development.

Mr. Meilbeck noted he doesn’t need Board approval to send a letter to the City Manager regarding a process that is in the best interest of NAIPTA and the partners involved. He stated this is a very intentional way of managing the issue and it is part of our workplan. We want to be engaged. A map of the area was reviewed on screen. He communicated that bus pullouts are bad for transit. NAIPTA has suggested the City build bus only lanes on Beulah, as well as on University Avenue. NAIPTA may be able to offer some funding assistance but does not want to federalize the project. Even if bus only lanes are not available now, NAIPTA is requesting the City allow NAIPTA right-of-way in the future to aid in getting the project done. A brief discussion continued regarding NAIPTA Transit Development Guidelines and NAIPTA being included early in the City’s process. The Board was supportive of the letter stating NAIPTA’s level of commitment to the project.

8. US 180 IMPLEMENTATION PLAN UPDATE
-Kate Morley, Mobility Planner
The Board may provide direction, but there is no recommendation from staff at this time.

Ms. Morley reviewed a PowerPoint presentation with the Board. She communicated the kickoff of this project was last summer, but the work really started in October. A Memorandum of Understanding (MOU) with ADOT is currently under legal review for high volume traffic data. So far this winter there has not been the typical congestion on US 180 due to lack of snow. NAIPTA staff are also working with the Flagstaff Metropolitan Planning Organization (FMPO) to receive cell phone data from StreetLight Data. Alternative routes were reviewed. An impact study will be done by AECOM.
During public outreach, the public will be able to see the full spectrum of options. Ms. Morley reported the plan document is due in October. Statistically valid surveys will be done by Moore and Associates. Visitors will likely be removed from the survey. Surveys may be moved to future years due to our unusually dry winter. Vice Chair Babbott suggested making sure there is a definition of what success looks like. It's emotional for many people. Ms. Morley was complimented on her efforts. Mr. Meilbeck noted that elected officials can help by being a champion for the project.

9. TRANSPORTATION DECISION 2018
-Jeff Meilbeck, CEO and General Manager
The Board may provide direction, but there is no recommendation from staff at this time.

Mr. Meilbeck reported he made the case to the Citizens’ Transportation Tax Commission (CTTC) on January 22nd. Ms. Mazza presented more specifics to the CTTC on January 29th. On February 6th, the CTTC looked more closely at projects. Per Board direction, NAIPTA plans to ask for operating funds outside the capital package. This message will continue. Director Keene complimented Mr. Meilbeck and Ms. Mazza for their efforts. She feels like the CTTC is in a good place now. She anticipated the next week would be narrowing down of the projects. There are three to four more meetings for the CTTC. There has not been any interest from the media thus far. She is aware of the Chamber and Northern Arizona Leadership Alliance (NALA) having discussions.

10. UPDATE – GENERAL CONSULTING SERVICES CONTRACT
-Erika Mazza, Deputy General Manager
The Board may provide direction, but there is no recommendation from staff at this time.

Ms. Mazza noted AECOM was awarded this contract approximately 6 months ago and she wanted to report back. She reviewed the table in the staff report on page 26 regarding the task orders and status. There was a question about whether the $2 million for the Bus Rapid Transit (BRT) was written into the Regional Transportation Plan (RTP). Ms. Mazza replied that it was not, but it can feed what we need from the Federal Transit Administration (FTA). She noted some separate Request for Proposals (RFPs) have been done. She gave examples of AECOM’s responsiveness. Both Chair Overton and Vice Chair Babbott stated they appreciate this information. Mr. Meilbeck wanted to provide some context. He stated the BRT grant was received two years ago. Another grant was received to keep projects going; for example, Mill Town and McConnell.

11. NAIPTA ADMINISTRATIVE REMODEL – UPDATE
-Wade Forrest, Facilities Manager
The Board may provide direction, but there is no recommendation from staff at this time.

Mr. Forrest reviewed a PowerPoint presentation with the Board. The objective of the remodel is to create more office space in the current footprint. Staff positions have increased from 26 in 2009 to 36 at this time. The new floor plan was shown on screen. He reviewed the key outcomes. The City will award the permit once the contractor is on board.

12. **NAIPTA – FMPO EXCHANGE OF FUNDS**  
- Heather Dalmolin, Administrative Director  
Staff recommends the Board of Directors authorize staff to exchange up to $283,000 in Transit tax funding for equivalent amount of Surface Transportation Block Grant (STBG) funding from the Flagstaff Metropolitan Planning Organization (FMPO).

Mr. Meilbeck presented this item on behalf of Ms. Dalomin. Mr. Meilbeck explained the FMPO is in danger of losing approximately $283,000 in grant funding. NAIPTA has offered to exchange the FMPO funds for local transit tax funds to keep the money in the community for FMPO future projects with no strings attached. NAIPTA will use the grant funds immediately for qualifying projects. Vice Chair Babbott commented that this is so important. Thinking strategically like this is good business practice for all agencies. Vice Chair Babbott moved to approve the exchange of funds as presented, up to $283,000. Director Putzova seconded. Chair Overton asked if NAIPTA staff anticipate this situation to continue. Mr. Meilbeck was able to respond that the FMPO financial policy should be managed better in the future. He reassured the Board that requirements to make this exchange have been triple-checked. All approved, none opposed. Motion carried.

13. **CEO SUCCESSION PLAN CONTRACT AND SCHEDULE**  
- Heather Dalomin, Administrative Director  
The Board may provide direction, but there is no recommendation from staff at this time.

Chair Overton reported Secretary Hipolito chaired the Succession Plan meeting last week. The contractors are working on a CEO job description. The original timeline was aggressive. The contractors will move out the formal recruitment a few months. Secretary Hipolito reported there was a good discussion and all agreed Mr. Meilbeck is leaving big shoes to fill. Director Keene commented on it being a very good session. Chair Overton noted the Board and TAC will take the time needed for this process.

PROGRESS REPORTS:

14. **COST OF TURNOVER**  
- Heather Dalomin, Administrative Director
Mr. Meilbeck presented this item on behalf of Ms. Dalmolin. He communicated this item is in response to a Board member inquiry. A detailed cost breakdown was shown on screen. The bottom line is approximately $23,000 per leave and with approximately 15 leaves in 2017, the cost was approximately $345,000. He pointed out this is not direct savings. For example, these dollars could not be used for staff raises if there wasn’t the same amount of turnover. The focus was on operator positions. NAIPTA did not have retirees. Mr. Meilbeck noted exit interviews are done and reviewed carefully. He explained NAIPTA probably has the need to ask more people to leave than other government agencies. Vice Chair Babbott asked how many have noted their reason for leaving as pay related. Mr. Meilbeck responded that pay has been an issue for a while. Vice Chair Babbott recommended diving a little deeper into the reasons for employees leaving.

15. 2ND QUARTER PERFORMANCE REPORT AND FUND BALANCE REPORT
-Heather Dalmolin, Administrative Director

Mr. Meilbeck presented this item on behalf of Ms. Dalmolin. He reviewed a PowerPoint presentation with the Board. Mountain Line is still managing costs well. Chair Overton asked what our capacity with crush loads or maximum rider potential would be. Mr. Meilbeck replied that a typical bus has 26 seats and our passengers per hour are an average. Staff will need to work on this. Mountain Lift is where we do not want ridership to increase. It is offered to those riders who most need it. Taxi vouchers are now a paperless system. A few vanpools have left the program due to underutilization. Peer comparisons were reviewed, as well as the fund balance graph. NAIPTA is in good shape.

16. SUMMARY OF CURRENT EVENTS
-Jeff Meilbeck, CEO and General Manager

Mr. Meilbeck reported there was an end of construction season party for staff last week while he was out of the office.

ITEMS FROM COMMITTEE AND STAFF:

Vice Chair Babbott stated he was pleased to hear about the Tusayan vanpool discussions. This is his area. There is town to park bus service. He is wondering if there are different delivery vehicles. He said he understands it is out of the NAIPTA boundary, which means full cost recovery. He requested staff share follow up as it happens.

Vice Chair Babbott told the Board he talked to Mr. Michael Penca. He is the new Superintendent for Flagstaff Unified School District (FUSD) and he is open to getting folks together to discuss student/staff transportation options. Mr. Meilbeck noted this is item #9 on our workplan and he will look forward to discussions with the new leadership at FUSD.
17. **SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS**  
March/April Working Agenda  
Strategic Workplan  

The next Board meeting will be on Wednesday, March 14, 2017 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. March agenda items will include but not be limited to the Financial Audit, Budget Message, Office Remodel Construction Contract, CEO/GM Succession Plan Update and a possible Executive Session. The March 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.

18. **ADJOURNMENT**  
- Chair Overton adjourned the meeting at 11:36am.

____________________  
Scott Overton, Chair NAIPTA Board of Directors  

ATTEST:  
____________________  
Rhonda Cashman, Clerk of the Board
DATE PREPARED: March 5, 2018

MEETING DATE: March 14, 2018

TO: Honorable Chairman and Members of the Board

FROM: Lauree Battice, Business Manager

SUBJECT: Approve the FY2017 Financial Audit Report

RECOMMENDATION:

Staff recommends the Board of Directors approve the FY2017 Financial Audit Report as completed by Fester and Chapman P.C.

RELATED STRATEGIC WORKPLAN OBJECTIVE

Guiding Principles:
- Strive for continuous improvement in all we do
- Be trustworthy and dependable
- Be fiscally responsible and responsive to changing demographics

Goals:
5 Year Horizon:
- Establish financial policies and seek revenue sources to maintain fiscal strength.

BACKGROUND:

In accordance with A.R.S. 28-9101 et seq. to establish an intergovernmental public transportation authority and the Master IGA, the Board will cause an annual audit within 120 days of the end of each fiscal year and formally approve the report before submitting a certified copy with the auditor general’s office.

In Spring 2013, NAIPTA completed a procurement process that identified Fester and Chapman P.C. as best value contractor to perform financial audit services and staff awarded the contract in April 2013. The performance of the FY2017 Financial Audit is the final year of the awarded 5-year agreement.

The FY2017 audit began in October with initial off-site document testing, followed by an on-site visit in December. The audit covered many areas of review to test the conformity of NAIPTA’s prepared financial statements with U.S. generally accepted accounting principles (GAAP). During the on-site visit and through electronic document collection and review, staff from the auditing firm reviewed various topics of the financial statements, including but not limited to examination of grant expenditures, fixed asset recording, purchase policy compliance, and internal controls.

During the normal course of work completed during the audit, NAIPTA staff was available and responsible for timely submission of documents and information.

The issued Report to the Board of Directors, as attached, identifies the various aspects of work completed during the audit as well as any identified deficiencies.
Specifically:

1. No transactions were entered into during the year without appropriate authorization.
2. All significant transactions have been recognized in the financial statements in the proper period.
3. Reasonable estimates were developed by staff for amounts due to other governments and depreciation of assets.
4. No difficulties were experienced in dealing with management.
5. There were identified misstatements that were determined to be immaterial to the financial statements. Correcting entries for some transactions were prepared by Fester and Chapman P.C. and posted by staff prior to completion of audit.
6. There were no disagreements with management.
7. NAIPTA did not consult another firm for a 2nd opinion on any matters.
8. There were not significant findings in internal controls.
9. There was one client advisory comment with regard to the weekly cash receipts reconciliation process. We are working to determine a process to reconcile bus fares deposited to the bank to the TransitFare software.

**TAC DISCUSSION:**

The Staff Report was presented to the Transit Advisory Committee by Lauree Battice and there was no discussion.

**ALTERNATIVES:**

1) Approve the FY2017 Financial Audit report *(recommended)*: Approval of the report is consistent with the Master IGA and allows staff to continue implementing changes needed for good internal controls.

2) Do not approve the FY2017 Financial Audit report *(not recommended)*: If the report is not approved, staff would need to engage in a second or an independent audit of the work completed by Fester and Chapman P.C.

**FISCAL IMPACT:**

Approval of the FY2017 Financial Audit has no fiscal impact.

**SUBMITTED BY:**

Lauree Battice  
Business Manager

**APPROVED BY:**

Jeff Meilbeck  
CEO and General Manager
ATTACHMENTS:

1. FY2017 Report to the Board of Directors - pages 18-21
2. FY2017 Client Advisory Comment - pages 22-23
Northern Arizona Intergovernmental Public Transportation Authority

Report to the Board of Directors

June 30, 2017
February 23, 2018

The Board of Directors of
Northern Arizona Intergovernmental Public Transportation Authority
Flagstaff, Arizona

We have audited the financial statements of the business-type activities of Northern Arizona Intergovernmental Public Transportation Authority (the Authority) for the year ended June 30, 2017. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, Government Auditing Standards and the Uniform Guidance, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated May 26, 2017. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Authority are described in Note 1 to the financial statements. We noted no transactions entered into by the Authority during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management’s knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected.

The most sensitive estimates affecting the Authority’s financial statements were:

- The net pension liability for ASRS was calculated using actuarial valuations as disclosed in Note 7.
- Management’s estimate of the amounts due to other governments is based on estimated future operating expenses for transit services the Authority provides to partnering governments.
- The amount of depreciation recorded by management is based on management’s estimates and Federal Transit Authority guidelines regarding the useful lives of the capital assets being depreciated.

We evaluated the key factors and assumptions used to develop these estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosure affecting the financial statements was:

- The disclosure of the Authority’s pension plan in Note 7 to the financial statements is based on actuarial valuations involving estimates of the funded status of ASRS.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.
Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. The attached schedule summarizes an uncorrected misstatement (PAJE 01) of the financial statements. Management has determined that its effects are immaterial to the financial statements taken as a whole.

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors’ report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated February 23, 2018.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a “second opinion” on certain situations. If a consultation involves application of an accounting principle to the Authority’s financial statements or a determination of the type of auditors’ opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Authority’s auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention. We have issued our report “Client Advisory Comment” dated February 23, 2018, describing our advisory comment and related recommendations.

Other Matters

With respect to the supplementary information accompanying the financial statements, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting standards generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

This information is intended solely for the use of the Board of Directors and management of the Authority and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

Fester & Chapman, PLLC
Proposed Adjusting Journal Entry

<table>
<thead>
<tr>
<th>Number</th>
<th>Date</th>
<th>Name</th>
<th>Account No</th>
<th>Debit</th>
<th>Credit</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAJE 01</td>
<td>6/30/2017</td>
<td>Reconciliation Discrepancies</td>
<td>66900</td>
<td>$55,422</td>
<td></td>
</tr>
<tr>
<td>PAJE 01</td>
<td>6/30/2017</td>
<td>Prepaid Expenses</td>
<td>1220000</td>
<td></td>
<td>$(54,516)</td>
</tr>
<tr>
<td>PAJE 01</td>
<td>6/30/2017</td>
<td>Prepaid Expenses: Prepaid Postage Expense</td>
<td>6705400</td>
<td></td>
<td>(906)</td>
</tr>
</tbody>
</table>

To expense prepaid expense balance from prior years.

$55,422 $(55,422)
Northern Arizona Intergovernmental Public Transportation Authority

Client Advisory Comment

June 30, 2017
February 23, 2018

The Board of Directors of
Northern Arizona Intergovernmental Public Transportation Authority
Flagstaff, Arizona

In planning and performing our audit of the financial statements of Northern Arizona Intergovernmental Public Transportation Authority (the Authority), as of and for the year ended June 30, 2017, in accordance with auditing standards generally accepted in the United States of America, we considered the Authority’s internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Authority’s internal control. Accordingly, we do not express an opinion on the effectiveness of the Authority’s internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the Authority’s financial statements will not be prevented, or detected and corrected, on a timely basis.

Our consideration of internal control was for the limited purpose described in the first paragraph and was not designed to identify all deficiencies in internal control that might be material weakness. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The following summarizes our client advisory comment and related recommendation:

**Cash Receipt Reconciliation**

The Authority uses a third-party vendor to count bus fares and deposit them into the bank. While there are safeguards in place to help ensure the completeness of cash until it is remitted to the third-party for counting, the Authority does not have a formal process to reconcile the bank deposit to the TransitFare subsidiary ledger.

We recommend that the Authority reconcile bus fares deposited into the bank to the TransitFare software in order to help ensure that cash collections are complete.

This communication is intended solely for the information and use of management, the Board of Directors, and others within the organization, and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

Fester & Chapman, PLLC
DATE PREPARED: March 6, 2018

MEETING DATE: March 14, 2018

TO: Honorable Chairman and Members of the Board

FROM: Heather Dalmolin, Administrative Director

SUBJECT: Budget Process Discussion

RECOMMENDATION:

The Board may provide direction, but there is no recommendation from staff at this time.

RELATED STRATEGIC WORKPLAN OBJECTIVE

Guiding Principles:
- Strive for continuous improvement in all we do
- Be trustworthy and dependable
- Be fiscally responsible and responsive to changing demographics

Goals:

5 Year Horizon:
- Establish financial policies and seek revenue sources to maintain fiscal strength.

BACKGROUND:

As NAIPTA embarks on another cycle for reviewing and adopting the budget, staff wanted to provide information on the typical budget process and ensure adequate information is presented and reviewed so that the Board and TAC are confident that they understand the request of the budget, the various funding sources anticipated, and can provide approval of the NAIPTA Budget.

A typical timeline for the budget process is as follows:

<table>
<thead>
<tr>
<th>Month</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>January/February</td>
<td>Budget requests to partners</td>
</tr>
<tr>
<td>March</td>
<td>Presentations to partners</td>
</tr>
<tr>
<td>April</td>
<td>Final revisions and calculation of carryover</td>
</tr>
<tr>
<td>May</td>
<td>Presentation to TAC/Board</td>
</tr>
<tr>
<td>June</td>
<td>NAIPTA budget adoption</td>
</tr>
</tbody>
</table>

Information typically presented and reviewed in the process:
- Prior year performance and budget to actual information
- Review of projects and changes for the new budget year
- Detailed review of employee benefit programs
- Detailed review of capital programs
- Summary budget review, with percentage change per subcategory
Staff is seeking input of the Board and TAC about information beyond the above that might be included to improve our presentation. We want to incorporate additional information needs into our presentation and information at future meetings.

**TAC DISCUSSION:**

The TAC was appreciative of the budget process review and a couple questions were answered regarding the compensation study currently underway.

**FISCAL IMPACT:**

Ultimately, the budget process will result in adoption of the fiscal year budget. The process itself has no anticipated fiscal impact as staffing and resources exist to facilitate this process.

**SUBMITTED BY:**

Heather Dalmolin  
Administrative Director

Jeff Meilbeck  
CEO and General Manager

**ATTACHMENTS:**

None.
DATE PREPARED: March 5, 2018

DATE: March 14, 2018

TO: Honorable Chairman and Members of the Board

FROM: Wade Forrest, Facilities Manager

SUBJECT: Award of RFP 2018-114 NAIPTA Office Building Renovation

RECOMMENDATION:

Staff recommends the Board of Directors award RFP 2018-114 and contract for the NAIPTA Office Building Renovation to Kinney Construction Services in the amount not to exceed $377,625.

RELATED STRATEGIC WORKPLAN OBJECTIVE

Guiding Principles:
- Strive for Continuous improvement in all we do
- Be fiscally responsible and responsive to changing demographics

BACKGROUND:

NAIPTA was successful in obtaining a grant to remodel NAIPTA’s Administration Office to maximize existing interior space and provide much needed additional work stations for staff. A general update to the NAIPTA Board of Directors was given during the February 21, 2018 meeting related to the scope, design and preliminary general contractor procurement process.

The Request for Proposal (RFP) timeline is as follows:

<table>
<thead>
<tr>
<th>RFP Timeline</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Release RFP 2018-114</td>
<td>January 19, 2018</td>
</tr>
<tr>
<td>In Person Pre-Proposal Meeting (optional)</td>
<td>February 2, 2018</td>
</tr>
<tr>
<td>Deadline for Questions</td>
<td>February 9, 2018</td>
</tr>
<tr>
<td>Close RFP 2018-114</td>
<td>February 23, 2018</td>
</tr>
<tr>
<td>Contractor Selection</td>
<td>March 2, 2018</td>
</tr>
<tr>
<td>Recommendation to NAIPTA Board of Directors</td>
<td>March 14, 2018</td>
</tr>
<tr>
<td>Notice to Proceed (contingent on BOD approval)</td>
<td>March 14, 2018 or after</td>
</tr>
</tbody>
</table>

NAIPTA staff conducted a fair and open procurement process that included qualifications and price (schedule of values) for evaluation and general contractor selection based on best value. The construction contract duration is approximately 7 months, with a completion date scheduled to conclude prior to November 1, 2018.
NAIPTA received and scored three submittals from Axiom Construction, Kinney Construction Services, and Woodruff Construction. Submissions were evaluated by staff and scored according to the following criteria:

1) **Experience, Knowledge and Ability (40 points)**
   Proposer demonstrated relevant firm and key individual experience in commercial renovation/improvements in the Flagstaff area.

2) **Project Approach/Subcontractors (30 points)**
   Proposer demonstrated understanding of project scope, project delivery, and working with NAIPTA to provide a workable and reasonable contract schedule that assures full and timely completion of milestones and the entire project.

3) **Price (30 points)**
   Proposed price appeared complete, realistic, and cost effective. Total price represents value for NAIPTA.

### Results

<table>
<thead>
<tr>
<th>GENERAL CONTRACTOR</th>
<th>SCORE (100 maximum)</th>
<th>RANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kinney Construction Services</td>
<td>92.5</td>
<td>1</td>
</tr>
<tr>
<td>Woodruff Construction</td>
<td>79.5</td>
<td>2</td>
</tr>
<tr>
<td>Axiom Construction</td>
<td>57</td>
<td>3</td>
</tr>
</tbody>
</table>

Based on the scoring criteria above, Kinney Construction Services (KCS) was the highest scoring contractor; they submitted all three requested Past Performance Surveys (PPS's), included a detailed summary of subcontractors (required in the RFP) and provided the best overall project approach proposal with price that was only slightly higher (17%) than the third-party estimate. KCS's proposed schedule was also the most ambitious, indicating completion in July which is a benefit for NAIPTA.

**TAC DISCUSSION:**

The procurement framework for this project was presented to the TAC in the March 1st meeting without scoring results due to timing. The TAC was supportive of the process and we will update them next month on submittal scoring and the final decision of the Board.

**ALTERNATIVES:**

1) **Approve award of RFP 2018-114 and contract for the NAIPTA Office Building Renovation to Kinney Construction Services in the amount not to exceed $377,625. (recommended):** If approved, NAIPTA and the selected contractor can begin work and assure timely and successful completion of the project.

2) **Do not approve award of RFP 2018-114 and contract for the NAIPTA Office Building Renovation to Kinney Construction Services. (not recommended):** If NAIPTA does not obtain approval, our ability to complete the project within the ideal time-frame could be impacted.
FISCAL IMPACT:

The cost of the NAIPTA Office Building Renovation is identified within the FY2018 adopted budget. The overall project budget amount is $585,000 ($411,040 from previously identified federal grant funding). Kinney Construction Services submitted proposal is well within the overall project budget amount. This results in $377,625 for construction, $56,921 for design services and the remaining $150,454 for permitting fees, furnishings, IT cabling and other related expenses.

SUBMITTED BY:

___________________________
Wade Forrest
Facilities Manager

APPROVED BY:

___________________________
Jeff Meilbeck
CEO and General Manager

ATTACHMENTS:

1. Draft Construction Contract

-separate from packet
DATE PREPARED: February 26, 2018
DATE: March 14, 2018
TO: Honorable Chairman and Members of the Board
FROM: Jeff Meilbeck, CEO and General Manager
SUBJECT: Transportation Decision 2018

RECOMMENDATION:

The Board may provide direction, but there is no recommendation from staff at this time.

RELATED STRATEGIC WORKPLAN OBJECTIVE

Guiding Principles:
- Collaborate to enhance service delivery
- View risks as opportunities

BACKGROUND:

Staff are participating actively in the Transportation Decision 2018 process and will provide an update at the NAIPTA Board meeting.

TAC DISCUSSION:

Mr. Meilbeck provided an update to the TAC on this topic.

FISCAL IMPACT:

SUBMITTED BY:

__________________________
Jeff Meilbeck
CEO and General Manager

ATTACHMENTS:

None.
DATE PREPARED: March 5, 2018

DATE: March 14, 2018

TO: Honorable Chairman and Members of the Board

FROM: Alicia Becker, Transit Planner

SUBJECT: 2017 5-Year Transit Implementation Plan

RECOMMENDATION:

The Board may take action to provide direction to staff on the 5-Year Transit Implementation Plan.

RELATED STRATEGIC WORKPLAN OBJECTIVE

Guiding Principles:
- Strive for continuous improvement in all we do.
- Collaborate to enhance service delivery.
- Be fiscally responsible and responsive to changing demographics

Strategic Workplan:
- NAIPTA will answer the question, “how and when would Mountain Line service improve with increased funding” by developing a specific prioritization and timeframe for launching frequency and span of service increases in time for Transportation Decision 2018 voter education.

BACKGROUND:

At the December 2017 joint NAIPTA Board and TAC Advance, the 5-Year Transit Plan was adopted. This implementation plan lays the foundation for NAIPTA’s growth, if future funding is secured.

In May 2017, during the development of the 5-Year Transit Plan, the NAIPTA Board made a policy decision: as additional funding is secured, operational funds will be allocated towards increasing frequency. NAIPTA staff, along with our consultant Jarrett Walker + Associates (JWA), moved forward with this direction and continued to build on the 5-Year Transit Plan process.

Resulting from the 2017 joint NAIPTA Board and TAC Advance, a Strategic Workplan objective was identified: “To develop an implementation prioritization plan and timeframe for launching the frequency and span of service increases.” These frequency and span of service increases can be lumped into three categories:

- Weekday frequency
- Weekend frequency
- Extended (late night) span
These service improvements are prioritized along the corridors identified as the Permanent Transit Network (see attached map). Higher levels of service are provided on productive corridors that return a higher passenger per hour (and thus a lower cost per passenger). Regardless of productivity, a base level of service is provided network-wide.

For reference, the current system generally offers 20-30 minute weekday peak frequencies, 60 min weeknight and weekend frequencies. Average span of service is 16 hours on weekdays and 13 hours on weekends.

At full buildout, the 5-Year Transit Implementation Plan proposes a system that provides:

- 10-20 min weekday peak frequencies;
- 15-30 min weekend peak frequencies;
- Span of service increase; and,
- Late night Friday and Saturday service.

The following table identifies 5-Year improvements based on priority level and category of improvement.

<table>
<thead>
<tr>
<th>Priority</th>
<th>Level of Improvement</th>
<th>Est. Revenue Hours</th>
<th>Est. Cost ($84/hour)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Provide 30 min. peak weekday frequencies and 17-hour span of service systemwide.</td>
<td>6,500</td>
<td>$546,000</td>
</tr>
<tr>
<td>2</td>
<td>Provide 20 min. peak weekday frequencies and 30 min. peak weekend frequencies on the most congested routes, including a crosstown route.</td>
<td>22,000</td>
<td>$1,848,000</td>
</tr>
<tr>
<td>3</td>
<td>Provide 15-20 min. peak weekday frequencies and 20-30 min. peak weekend frequencies. Provide late night service on Friday and Saturday nights.</td>
<td>7,000</td>
<td>$588,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>35,500</strong></td>
<td><strong>$2,982,000</strong></td>
</tr>
</tbody>
</table>

The prioritized services can be further scaled by any revenue hour amount and corresponding investment. Before initiating the process of service implementation, revenue hour capacity will be identified (correlating to any new operational funding amount). Based on revenue hour capacity as identified, service changes will be scaled to make the best use of funds based on the prioritization categories above.

All of these service improvements are dependent on NAIPTA securing additional funding for operations and finding efficiencies maintain (or improve) current speeds of service over the long term. Service improvements can also be further prioritized depending on conditions at the time of implementation. For example, instead of providing 15-minute frequencies, an incremental improvement of 20 minute frequencies can be provided. Another example is hour by hour span can be extended incrementally, rather than all at once. Services can also be incrementally increased by peak day/times. Long term impacts to speed can be mitigated through capital infrastructure improvements and Transportation Demand Management (TDM) programs.
Upon securing funding for operational improvements, service improvements can be implemented within 6-12 months. NAIPTA has determined service changes occur in the months of January or August due to the schoolyear schedules. Funding would need to be secured about a year before implementation date (depending on the breadth of changes). Generally, weekend frequencies can be implemented in the shortest timeframe, with span and weekday frequencies requiring more lead time. NAIPTA’s Service Change process incorporates public outreach and public feedback which may impact anticipated implementation timeframes.

Overall the more service we can implement at once, the more efficient our service change process can be at implementation. Service changes include detailed route scheduling, operator/vehicle needs, capital needs, marketing and outreach. It is ideal to implement the 5-Year Transit Plan in a single service change, if possible. It is worthwhile to coordinate with major capital projects including the Bus Rapid Transit (BRT) and Downtown Connection Center projects, which may trigger service changes independent of the 5-Year Transit Plan service improvements.

**TAC DISCUSSION:**

TAC was supportive of the prioritization of service implementation resulting from the 5-Year Transit Plan. TAC appreciated the direction and flexibility of prioritization as a scalable solution dependent on funding levels identified. There were some questions regarding BRT, TDM, and the service change process.

**FISCAL IMPACT:**

To implement the full 5-Year Transit Plan, NAIPTA would need to consider an approximate annual increased operating revenue by $2,980,000 in today’s dollars. NAIPTA is currently working with the Citizen’s Transportation Tax Commission to determine the appropriate millage rate increase. NAIPTA is also actively working with partners to leverage the potential sales tax increase. As this process unfolds, implementation will be scaled to suit and presented to the Board of Directors through the Service Change process.

**SUBMITTED BY:**

Alicia Becker
Transit Planner

**APPROVED BY:**

Jeff Meilbeck
CEO and General Manager

**ATTACHMENTS:**

1) Permanent Transit Network Map -page 33
DATE PREPARED: March 5, 2018

DATE: March 14, 2018

TO: Honorable Chairman and Members of the Board

FROM: Heather Dalmolin, Administrative Director

SUBJECT: Approve purchase of two-way radio equipment

RECOMMENDATION:

Staff recommends the Board of Directors approve the purchase of new two-way radio equipment from Niles Radio Communications for a total not to exceed $134,182.00.

BACKGROUND:

NAIPTA’s two-way radio system was purchased in 2010; with an anticipated lifespan of 7 years, NAIPTA is due to replace the existing two-way radio system. Two vendors submitted quotes for replacement equipment, and Nile’s Radio Communications was deemed the best value based on equipment, price, and capability.

TAC DISCUSSION:

Due to time constraints, this item did not go before the NAIPTA TAC.

FISCAL IMPACT:

Nile’s Radio Communication’s total fee for the updated equipment is $134,182.00. The fee will include all installation and licensing fees. Fees incurred throughout the contract term will be subject to NAIPTA’s annually approved budget and funding as awarded through competitive grants or as approved from the local transit tax. The staff recommendation is based on fund availability and identified within NAIPTA’s Capital and Financial Plans.

SUBMITTED BY:  APPROVED BY:

Heather Dalmolin          Jeff Meilbeck
Administrative Director    CEO and General Manager
### April:

**TAC Meeting is Thursday, 4/5**

- **Board Meeting is Wednesday, 4/18**

<table>
<thead>
<tr>
<th>ITEMS:</th>
<th>WHO &amp; WHAT:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget Message</td>
<td>Jeff - D</td>
</tr>
<tr>
<td>Office Remodel Construction Update</td>
<td>Wade - D</td>
</tr>
<tr>
<td>Bus Purchase</td>
<td>Jim/George – D/A</td>
</tr>
<tr>
<td>Adopt Vanpool Business Plan</td>
<td>Kate - D/A</td>
</tr>
<tr>
<td>Transportation Decision 2018</td>
<td>Jeff – D/A</td>
</tr>
<tr>
<td>CEO/GM Evaluation Update</td>
<td>Scott O - PR</td>
</tr>
<tr>
<td>CEO/GM Succession Plan Update</td>
<td>Scott O - PR</td>
</tr>
<tr>
<td>Workforce Utilization Report (Email Memo to Board)</td>
<td>Heather D - PR</td>
</tr>
<tr>
<td>Current Events: (Topics?)</td>
<td>Jeff - PR</td>
</tr>
<tr>
<td>May/June Agenda Calendar – Add to Every Agenda Packet</td>
<td></td>
</tr>
<tr>
<td>Strategic Workplan – Add to Every Agenda Packet</td>
<td></td>
</tr>
</tbody>
</table>

### May:

**TAC Meeting is Thursday, 5/3**

- **Joint Board/TAC Meeting is Wednesday, 5/16**

<table>
<thead>
<tr>
<th>ITEMS:</th>
<th>WHO &amp; WHAT:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget Presentation (includes Mountain Line Financial Projections)</td>
<td>Heather D - D</td>
</tr>
<tr>
<td>CEO/GM Succession Plan Update</td>
<td>Heather/Scott - D</td>
</tr>
<tr>
<td>Office Remodel Construction Update</td>
<td>Wade - D</td>
</tr>
<tr>
<td>5339 Grant Application</td>
<td>Erika - D/A</td>
</tr>
<tr>
<td>Review Strategic Workplan</td>
<td>Jeff - D/A</td>
</tr>
<tr>
<td>EEO Program</td>
<td>Heather D - D</td>
</tr>
<tr>
<td>Transportation Decision 2018</td>
<td>Jeff – D/A</td>
</tr>
<tr>
<td>Quarterly Performance Report</td>
<td>Heather D - PR</td>
</tr>
<tr>
<td>Current Events: (Topics?)</td>
<td>Jeff - PR</td>
</tr>
<tr>
<td>Executive Session: CEO/GM Evaluation/Pay Adjustment</td>
<td>Scott O</td>
</tr>
<tr>
<td>June/July/August Agenda Calendar – Add to Every Agenda Packet</td>
<td></td>
</tr>
<tr>
<td>Strategic Workplan – Add to Every Agenda Packet</td>
<td></td>
</tr>
</tbody>
</table>
Strategic Work Plan
January 2018 to June 2019

MISSION
Getting You Where You Want To Go

VISION
To create the finest public transportation experience making NAIPTA services an excellent choice for Northern Arizona Communities.

GUIDING PRINCIPLES
- Treat everyone with respect
- Put the customer first
- Show initiative, imagination and creativity
- Be environmental stewards
- Collaborate to enhance service delivery
- Be trustworthy and dependable
- Strive for continuous improvement in all we do
- Be fiscally responsible and responsive to changing demographics
- View risks as opportunities
- Be visionary
- Be cooperative

5 YEAR HORIZON
- Plan with attention to “green” opportunities and long-term sustainability.
- Apply imagination, creativity and innovation to improve the service we deliver.
- Evaluate the effectiveness of our brand, name and image in creating stronger ties with the public.
- Build cooperative relationships regionally to expand and enhance NAIPTA’s positive impact.
- Establish financial policies and seek revenue sources to maintain fiscal strength.
- Follow through on promises we have made.

10 YEAR HORIZON
- NAIPTA will be a seamless, inclusive regional system that is fully supported by member communities.
- NAIPTA will be known for finishing what we start in a responsible, professional and timely manner.
- People will know NAIPTA… people will use NAIPTA. Marketing has succeeded.
- NAIPTA will be known for living the guiding principles.
18 Month Work Plan

Measurable Objectives

1. NAIPTA will engage actively in the Transportation Decision 2018 process and will begin by making a case to the Citizens Transportation Tax Commission (CTTC) and Flagstaff City Council for an approximate 1/10 cent transit increase. NAIPTA will fully support the effort regardless of whether the initiative ultimately includes transit funding.

2. NAIPTA will complete its analysis and recommend a location for a Downtown Connection Center and will work with the City and County to procure ownership or access to the chosen property by December 2018.

3. NAIPTA will develop and implement a higher education bulk rate discount pass program (U-Pass) with NAU and CCC that provides students with fare-free access to the entire Mountain Line network by December 2018.

4. NAIPTA will continue to work with NAU on partnership related to fleet maintenance, operator training and interlining routes through the 18-month period.

5. NAIPTA will answer the question, “how and when would Mountain Line service improve with increased funding” by developing a specific prioritization and timeframe for launching frequency and span of service increases in time for Transportation Decision 2018 voter education.

6. NAIPTA will work with the City to develop transit-oriented Street and Design Standards, Development Criteria and the Traffic Impact Analysis methodology so that transit access and circulation requirements are addressed throughout the City’s design and development review processes.

7. NAIPTA will work with other agencies to coordinate procurement of materials and services e.g., fuel, insurance and internet, to achieve economies of scale wherever possible.

8. NAIPTA will develop a fare strategy, revenue generation, and pass distribution plan that results in increased ridership and increased fare-box return.

9. NAIPTA will work with the Flagstaff Unified School District (FUSD) and Charter Schools to develop a white paper identifying potential strategies for NAIPTA to provide service to schools and identifying potential means by which schools could provide funding to support such service by June 2019.