



Mountain Line

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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 (BOD) of the Northern Arizona Intergovernmental Public Transportation Authority ("Mountain Line") and to the general public that the Board will hold a meeting on:

Wednesday, September 15, 2021

10:00am

Mountain Line Training Room

3773 N. Kaspar Dr.

Flagstaff, AZ 86004

Due to the current public health emergency related to the Coronavirus, this meeting held in the Training Room will not be open to the public. This is a WEB BASED meeting. Members of the Board of Directors may attend by telephone or internet conferencing. Members of the public may submit comments related to agenda items before 9am on the day of the meeting to transportation@naipta.az.gov and observe the meeting by following the instructions at <https://mountainline.az.gov/about-us/board-of-directors/>.

The Board of Directors may vote to hold an executive session for the purpose of obtaining legal advice from Mountain Line'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 1-3

1. CALL TO ORDER
2. ROLL CALL
3. SAFETY MINUTE
-Sam Short, Safety Manager

4. APPROVAL OF MINUTES 8/18/2021

-pages 4-9

DISCUSSION / ACTION ITEMS:

5. APPROVE THE FY2021 ANNUAL REPORT
-Lauree Battice, Management Services Director

-pages 10-11

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Staff recommends the Board of Directors approve the FY2021 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA.

6. ADOPT THE STRATEGIC INVESTMENT PLAN -pages 12-14
-Estella Hollander, Mobility Planner
Staff recommends the Board of Directors adopt the Strategic Investment Plan (SIP).
7. SERVICE TO PROPOSED NORTHERN ARIZONA HEALTHCARE CAMPUS -pages 15-21
-Kate Morley, Deputy General Manager
The Board may provide direction, but there is no recommendation from staff at this time.
8. DOWNTOWN CONNECTION CENTER UPDATE -pages 22-25
-Kate Morley, Deputy General Manager
The Board may provide direction, but there is no recommendation from staff at this time.
9. COVID-19 UPDATE -pages 26-27
-Heather Dalmolin, CEO and General Manager
The Board may provide direction, but there is no recommendation from staff at this time.

PROGRESS REPORTS:

10. GENERAL CONSULTING SERVICES CONTRACT UPDATE -page 28
-Kate Morley, Deputy General Manager
11. HUMAN TRAFFICKING PREVENTION PROGRAM UPDATE -page 29-30
-Samuel Short, Safety Manager
12. K-12 STUDENT PROGRAM UPDATE -pages 31-32
-Jacki Lenners, Marketing and Communications Manager
13. SUMMARY OF CURRENT EVENTS -pages 33-35
-Heather Dalmolin, CEO and General Manager

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

October/November Working Agenda -page 36

The Board and TAC Strategic Advance will be held on Wednesday, October 20, 2021. It will be a Zoom meeting based in Flagstaff in the Mountain Line Training Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 9am. The public is invited to attend. October agenda items may include but not be limited to a Financial Update and Flagstaff in Motion. The October agenda will be available for review on Mountain

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Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board and TAC.

The next Board meeting will be November 17, 2021, and will be a Zoom meeting based in Flagstaff in the Mountain Line Training Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. November agenda items will include but not be limited to Flagstaff in Motion, Safety Plan Implementation, Fares Update, Budget Process Kickoff, Strategic Plan Review, Milton Corridor Master Plan (CMP), Grant Award Notification, Workforce Utilization Report, and Delegation of Authority Updates. The November agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

14. ADJOURNMENT

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Board of Directors Minutes for Wednesday, August 18, 2021

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, August 18, 2021, at 10am in the Mountain Line Training Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004.

This was a WEB BASED meeting. Members of the Board attended by telephone or internet conferencing only. The public was invited to observe by electronic means only, due to the current public health emergency related to the Coronavirus.

BOARD MEMBERS PRESENT:

Adam Shimoni, (Chair), City Councilor, City of Flagstaff, (Zoom);
Dan Okoli, (Vice Chair), VP of Capital Planning and Campus Operations, NAU, designee, (Zoom);
Miranda Sweet, City Councilor, City of Flagstaff, (Zoom);
Tony Williams, Dean of Student Affairs, CCC, designee, (Zoom)

**Three of our five Board member seats must be present to constitute a quorum.*

***The City of Flagstaff holds two seats.*

BOARD MEMBERS EXCUSED:

Jeronimo Vasquez, Board of Supervisors, Coconino County;
Judy Begay, Board of Supervisors, Coconino County, alternate

MOUNTAIN LINE STAFF IN ATTENDANCE:

Heather Dalmolin, CEO and General Manager, (Zoom);
James Wagner, Operations Director, (Zoom), left at approximately 11:08am;
Lauree Battice, Management Services Director, (Zoom), left at approximately 11:08am;
Jacki Lenners, Marketing and Communications Manager, (Zoom), left at approximately 11:08am and returned at approximately 11:27am;
Danelle Knight, Human Resources Manager, (Zoom), left at approximately 11:08am and returned at approximately 11:28am;
Samuel Short, Safety Manager, (Zoom);
Bizzy Collins, Transit Planner, (Zoom), left at approximately 11:28am;
Jon Matthies, IT Manager, left at approximately 11:09am and returned at approximately 11:27am;
Rhonda Cashman, Executive Assistant and Clerk of the Board;
Scott Holcomb, Mountain Line Attorney, (Zoom);
Jody Corbett, Mountain Line Attorney, (Zoom), joined at approximately 11:00am

GUESTS PRESENT:

Dayna Wasley, AECOM, (Zoom), left at approximately 11:08am;
Deron Lozano, AECOM, (Zoom), joined at approximately 10:02am and left at approximately 11:08am;





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Andrew Ittigson, AECOM, (Zoom), joined at approximately 10:03am and left at approximately 11:08am;
Areina Contreras, Coconino County, (Zoom), left at approximately 11:08am;
Cheryl Barlow, Coconino County, (Zoom), joined at approximately 10:12am and left at approximately 11:08am;

Naomi Yazzie-Sloan, Coconino County, (Zoom), joined at approximately 10:14am and left at approximately 11:08am

1. CALL TO ORDER -Chair Shimoni called the meeting to order at approximately 10:01am.

2. ROLL CALL

3. SAFETY MINUTE

-Samuel Short, Safety Manager

Mr. Short reported on the dangers of flash flooding. He noted signing up for emergency alerts could be helpful. He shared precautions that can be taken to avoid hazardous situations.

4. APPROVAL OF THE MINUTES FOR 6/16/2021:

Director Williams moved to approve the June 16, 2021 minutes. Director Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Adam Shimoni	X	
Dan Okoli	X	
Miranda Sweet	X	
Tony Williams	X	

CONSENT AGENDA:

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. ADOPT THE UPDATED PERSONNEL POLICY MANUAL

-Danelle Knight, Human Resources Manager

Staff recommends the Board of Directors adopt various updates to Mountain Line policies to incorporate changes that reflect both regulatory requirements and Mountain Line's actual practices.

6. ADOPT MOUNTAIN LINE'S UPDATED EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM AND WORKFORCE GOALS

-Danelle Knight, Human Resources Manager

Staff recommends the Board of Directors adopt the proposed update to the three-year Equal Employment Opportunity (EEO) Program and Workforce Goals; authorizing the CEO and





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General Manager to make future changes as suggested upon legal review. Adoption of a three-year EEO Program and Workforce Goals is required for compliance with Federal Transit Administration (FTA) regulations.

Director Williams made a motion to approve the Consent Agenda items 5 and 6 as recommended.

Director Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Adam Shimoni	X	
Dan Okoli	X	
Miranda Sweet	X	
Tony Williams	X	

DISCUSSION / ACTION ITEMS:

7. FLAGSTAFF IN MOTION

-Bizzy Collins, Transit Planner

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

Ms. Collins introduced AECOM staff who are consulting on this project. Mr. Lozano provided and overview of the presentation and noted Board member feedback is welcome. Ms. Wasley explained the process for selecting the peer cities/agencies for this plan: Missoula Urban Transportation District (MUTD) in Missoula, Montana, Connect Transit in Bloomington-Normal, Illinois, Valley Regional Transit in Meridian, Idaho, Cache Valley Transit District in Logan, Utah, Sun Tran in Tucson, Arizona, and Citibus Lubbock in Lubbock, Texas. She noted the six agencies were chosen based on some key similarities such as direct operation of services, a college town, don't receive state funding, do receive Small Transit Intensive Cities (STIC) funding, etc. There was a question about Cache Valley's passenger per hour number, as it looks reflective of the total ridership in the chart. Ms. Wasley will share that number when possible. She explained how passengers per hour is calculated in response to another question. Some other comparison data suggested for plan consideration related to each of these communities are average miles traveled in a car, does that impact transit and mode choice, and population reliant on transit. Board members expressed their appreciation for her detailed report. Mr. Ittigson stated how compact or spread out the service area is can make a difference related to the passenger per hour comparison. He reviewed the six goals: Rider Experience, Accessibility and Mobility, Equity, Sustainability, Investment, and Living Affordability, along with objectives and performance measures for each. He explained that under Accessibility and Mobility connections to bikes and pedestrians could be defined in service standards. He confirmed under Equity, multilingual communication strategies could be considered. He stated under Sustainability the plan for carbon neutrality will be incorporated. There was a suggestion to entice people to make a change to transit by promoting the benefits of moving quicker and cheaper; find a way to make bikes/pedestrians and transit get priority over cars. Under Living Affordability there was a recommendation to look at the performance measure as a percentage or ratio versus one number. Board members expressed their appreciation and support for the plan.





8. FY2020 TRIENNIAL REVIEW REPORT

-Heather Dalmolin, CEO and General Manager

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

Ms. Dalmolin stated she was pleased to report there were no findings or deficiencies, and no corrective actions necessitating Board approval. She noted her gratitude for the work of all staff involved with the review. She stated she has received the draft report and plans to send the final report for Board member reference when received.

9. REVIEW FY2022 MEETING DATES

-Rhonda Cashman, Executive Assistant and Clerk of the Board

Staff recommends the Board of Directors review the FY2022 meeting dates and consider changing the November Board meeting date to Monday, November 22nd, 10am-12pm, due to a conflict with the Arizona Transit Association (AzTA)/Arizona Department of Transportation (ADOT) Annual Conference being held November 15-19, 2021.

Ms. Cashman explained the recommendation to move the November Board meeting date. She asked for Board member availability to confirm a quorum on the potential November 22nd date. Each of the four Board members present stated they thought they could be available, even though one member would be on vacation for the holiday week. Based on the Board consensus, Ms. Cashman stated she would make the change.

PROGRESS REPORTS:

There were no questions regarding the progress reports.

10. CAMPUS BUS STORAGE FACILITY UPDATE

-Anne Dunno, Capital Project Manager

11. ANNUAL BUS STOP REHABILITATION UPDATE

-Anne Dunno, Capital Project Manager

12. DOWNTOWN CONNECTION CENTER UPDATE

-Kate Morley, Deputy General Manager

13. ANNUAL SAFETY REPORT

-Samuel Short, Safety Manager

14. ANNUAL FLEET REPORT

-James Wagner, Operations Director

15. 2020 ANNUAL CYBERSECURITY REPORT

-Jon Matthies, IT Manager

16. NEW REAL-TIME ARRIVAL APP

-Jon Matthies, IT Manager





17. SUMMARY OF CURRENT EVENTS

-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin noted the complete list is in the agenda packet and she shared the following highlights:

- She received notice today the Transportation Security Administration (TSA) is extending the federal mask mandate until January 18th. She noted Mountain Line must follow this mandate and staff have had very little conflict over requiring masks on the bus. Some masks have been donated to Mountain Line, but we may need to purchase more due to the extension.
- An image of the new shelter light was shared. She explained the red light comes on when a passenger enters the shelter at night which is helpful for the operators to know there is a passenger waiting.
- She stated 168 K-12 and 28 college passes have been sold.
- She noted online pass reloading is underway and our first 3 pass reloading transactions have occurred. Staff are hoping for a significant increase once passengers are aware of and get used to the process of online reloading their pass.
- She stated mobile ticketing is also underway. Staff are working on strategies to communicate this service to the public. No fare-capping is available at this time.
- She explained Mr. Martinez is retiring after 16 years with Mountain Line. He has helped with information technology (IT) needs for the Transit Advisory Committee meetings for several years.
- She noted several anniversaries for staff that attend this meeting, and more are listed in her written report.
- She shared congratulations with Ms. Collins for the Zero Emissions Bus (ZEB) Transition Plan receiving an award from the Arizona Chapter of the American Planning Association.

Board members offered their congratulations on the planning award, retirement, and anniversaries. There were questions about Leadership in Energy and Environmental Design (LEED) certification for the Campus Bus Storage Facility, the open space/park at the Downtown Connection Center (DCC), leveraging student partnerships across the city, and more information was requested on mobile ticketing and the real-time arrival app. Ms. Dalmolin noted more information will be shared on these topics at future meetings. Vice Chair Okoli stated all new construction on campus would support carbon neutrality.

At approximately 11:08am, Director Sweet made a motion to move into an executive session. Director Williams seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Adam Shimoni	X	
Dan Okoli	X	
Miranda Sweet	X	
Tony Williams	X	





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EXECUTIVE SESSION

Executive sessions are closed to the public.

The Board considered a motion to convene an executive session pursuant to A.R.S. § 38-431.03(A)(3) and (4) for the following purpose:

1. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding the Papanastasopoulos v. NAIPTA litigations. ARS § 38-431.03(A)(3) and (4).

Following the conclusion of the Executive Session, the Board reconvened the public meeting at approximately 11:27am.

ITEMS FROM COMMITTEE AND STAFF:

Future agenda items were reviewed and Chair Shimoni stated he thought a COVID update would be relevant.

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

September/October Working Agenda

The next Board meeting will be September 15, 2021 and will be a Zoom meeting based in Flagstaff in the Mountain Line Training Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. September agenda items will include but not be limited to the Mountain Line Annual Report, Strategic Investment Plan, Flagstaff in Motion, Transit to Northern Arizona Healthcare (NAH)/Airport/Fort Tuthill Update, Safety Plan Implementation, Fare Update, Human Trafficking Prevention Program Update, AECOM Update, Reallocation of Grant Funds, and Delegation of Authority Updates. The September agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

- 22. ADJOURNMENT** -Chair Shimoni adjourned the meeting at approximately 11:29am.

Adam Shimoni, Chair of the Mountain Line Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board

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DATE PREPARED: September 8, 2021

MEETING DATE: September 15, 2021

TO: Honorable Chairman and Members of the Board

FROM: Lauree Battice, Management Services Director

SUBJECT: Approve the FY2021 Annual Report

RECOMMENDATION:

Staff recommends the Board of Directors approve the FY2021 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Guiding Principle: Strive for continuous improvement in all we do
- ❖ Guiding Principle: Be trustworthy and dependable

BACKGROUND:

In accordance with A.R.S. 28-9101 et seq. to establish an intergovernmental public transportation authority and the Master IGA signed on June 7, 2013, the Board will issue an annual report on or before December 1 containing a full account of the transactions, activities and finances for the preceding fiscal year and other facts and recommendations. The Board shall transmit copies of the report to each member municipality, university, and county, to the Secretary of State, to the Arizona State Library, Archives and Public Records and, on request, to any member of the public.

The FY2021 Annual Report is a formal document designed to meet the state regulation. The report contains a summary of the activities, including performance data for all provided public transportation systems. The report provides an overview of FY2021 revenues and expenditures. The FY2021 performance information and financial data from the report is as presented to the Transit Advisory Committee and Board of Directors throughout the year. The financial data is reflective of the year end information as reviewed with and presented to each partner agency.

Mountain Line's annual financial audit is still pending and if anything changes as a result of the audit, an amended report will be filed no later than March 31, 2022 and presented to the TAC and Board no later than April 2022.

FISCAL IMPACT:

There is no budgetary or financial impact with adoption of the FY2021 Annual Report.

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ALTERNATIVES:

1. Approve the FY2021 Annual Report and authorize submission of Annual Report as per the requirements of the Master IGA (**recommended**): If the Board approves the Annual Report, staff can proceed with submission of the Annual Report on time and Mountain Line will remain compliant with the Master IGA as well as the State of Arizona regulations.
2. Do not approve the FY2021 Annual Report (**not recommended**): If the Board does not approve the report, staff will be delayed in submitting the Annual Report. This delay could mean Mountain Line would not meet the deadline for submission as required by the Arizona Revised Statutes.

TAC DISCUSSION:

TAC suggested to add values in addition to percentages on graphs. Presentation will be updated prior to Board based on TAC discussion.

SUBMITTED BY:

Lauree Battice
Management Services Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Mountain Line FY2021 Annual Report -available at meeting

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DATE PREPARED: September 3, 2021

DATE: September 15, 2021

TO: Honorable Chair and Members of the Board

FROM: Estella Hollander, Mobility Planner

SUBJECT: Adopt the Strategic Investment Plan

RECOMMENDATION:

Staff recommends the Board of Directors adopt the Strategic Investment Plan (SIP).

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Service Excellence
- ❖ Objective: Invest in capital to improve efficiencies and infrastructure to enhance customer-first service delivery.

BACKGROUND:

On January 30, 2019, Mountain Line was awarded a Section 5305 planning grant from ADOT for a Strategic Investment Plan (SIP). The purpose of the SIP is to develop strategies to optimize and maintain on-time performance and to plan long-term for the implementation of those strategies in capital and financial planning.

This plan includes four tasks. Task 1 includes an operational analysis, analyzing several key operating metrics for the Mountain Line system. These include on-time performance and running times, running time variability, operating speeds, and reliability for interlined routes. Task 2 provides a long-range capital strategy, minor route adjustments, and effective deadhead points. Task 3 developed a Capital Improvement Plan (CIP) workflow process to annually update the CIP and tie capital items to the financial plan. Lastly, Task 4 provides recommendations to Mountain Line's financial planning process, identified alternative funding sources for capital items, and developed a cost per hour methodology for existing and new services.

Key findings and deliverables from the SIP include the following.

Task 1: Operations Analysis

- Mountain Line's on-time performance is high at 91%. However, there are routes, such as Routes 10 and 14, that are vulnerable to future on-time performance issues, and measures should be put in place to maintain current performance without requiring additional operating resources.

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- Route 14 is most in need of schedule adjustments, priority investments, and/or route redesign to improve on-time performance.
- Operator sessions identified fare collection as a cause of delay, especially due to cash transactions and challenges with paper fare media.
- The potential for worsening congestion on the Milton, Butler, and Route 66 corridors in the future make them high-priority targets for transit-supportive improvements, such as signal priority or bus lanes.
- Current fare revenue greatly exceeds the fare collection costs, making free fares a significant economic consequence without resource savings.

Task 2: Implementation Plan

- Based on transit priority measures, about half of the projected route-level time savings comes from expedited boarding via all-door boarding and mobile ticketing.
- Mountain Line should also prioritize the transit priority investments recommended for the Milton Rd and Butler Ave corridors.
- Transit priority measures include: 18 locations for transit signal priority (TSP), 6 locations for queue jumping, and additional striping at McConnell and Pine Knoll bus stop (Route 10).

Task 3: Capital Improvement Plan (CIP)

- CIP workflow process which outlines how new capital projects get into CIP and how they are prioritized.
- Prioritizing Matrix for capital projects.
- Developed a new capital project form which ties CIP and financial process together.

Task 4: Financial Planning

- Developed a new increment request form which ties to strategic goals.
- Recommends Mountain Line implements budget software to reduce staff time and potential errors with current Excel system.
- Identified creative funding mechanisms and potential new funding sources to fund capital items. All suggestions would require coordination with City of Flagstaff or on the State level.

The SIP has met all the project deliverables. It has provided staff with a detailed analysis of the systems' on-time performance, operating speeds, and running time variability. It has also provided minor routing modification which will get further analyzed in the Flagstaff in Motion plan. The deliverables in the Capital Improvement Plan provide a roadmap and tools for staff on how the capital and financial process coordinate and how to prioritize capital projects, which will be useful for future grant applications. The financial planning also provides recommendations and tools to our financial process which can be considered for future implementation.

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FISCAL IMPACT:

This project was funded through an ADOT 5305 planning grant at an 80/20 split and is part of the FY2020 - FY2022 budgets. In total, \$203,872 was invoiced against the project budget of \$203,872. No further funds are available or will be spent.

ALTERNATIVES:

1. Adopt the Strategic Investment Plan (SIP) (recommended): Staff recommends that the Board of Directors adopt the SIP since the deliverables provide tools to improve internal processes and provides recommendations that can be further analyzed in the Flagstaff in Motion plan and other capital planning processes.
2. Do not adopt the Strategic Investment Plan (SIP) (not recommended): If not adopted, the Board could direct staff to modify the SIP for future consideration.

TAC DISCUSSION:

TAC had some specific questions on on-time performance of routes and how the recommendations fit into the financial planning process. Future clarity will be made to the presentation prior to Board based on the TAC's questions.

SUBMITTED BY:

Estella Hollander
Mobility Planner

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: September 3, 2021

MEETING DATE: September 15, 2021

TO: Honorable Chair and Members of the Board

FROM: Kate Morley, Deputy General Manager

SUBJECT: Service to Proposed Northern Arizona Healthcare Campus

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Service Excellence
- ❖ Objective: Develop and improve community partnerships and interagency relationships to enhance transit and improve our ability to meet community needs and deliver public transit services.

BACKGROUND:

Northern Arizona Healthcare (NAH) submitted an application for a proposed relocation of Flagstaff Medical Center to just north of Fort Tuthill. The new location is currently not served by Mountain Line. This relocation will impact current paratransit service and likely create a public demand for Mountain Line service to provide access to the facility to meet community equity and climate goals. Mountain Line has experienced similar relocations that have created similar needs for Mountain Line to address service gaps both with Flagstaff Shelter Services move to the Huntington corridor and the relocation of Sacred Peaks Health Center. Attached is a memo recently sent to the City Manager to outline funding options for consideration as ultimately, it will be decision of the City Council to require NAH to fund service or not.

Mountain Line is exploring options with NAH and the City as to how to achieve service to the hospital and ensure impacts and resolutions are identified in the development agreement approved by the City of Flagstaff or other legal obligation prior to approval of the development. The City is considering whether it would make sense to extend the route to the airport at the City's expense.

FISCAL IMPACT:

Over the past several months, staff have worked hard to refine and reduce cost estimates to provide 20-minute frequency to the new site. New estimates are \$1.173 million in annual operating costs that would require new revenue. Fixed administration costs do not need to be recovered with new revenue. Capital costs are estimated at \$3,775,000 but could be funded through future grant applications at an 80/20 split. Bus replacements would occur every 12-15 years though Mountain Line is suggesting replacement costs could be worked into the financial plan over time. Mountain Line's current sales tax did not include this





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service and the current funding projection may not be able to support adding this service to the existing system.

TAC DISCUSSION:

The TAC brought up the option of sales tax to fund the new service. Asking the voters to increase the transit tax, or other tax, is possible but was not included because the timeline of having a successful ballot measure is further in the future than the approvals of the development. This means there is no ability to guarantee that outcome prior to allowing the development to move forward.

SUBMITTED BY:

Kate Morley
Deputy General Manager

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. 2021 NAH Relocation Memo to City Manager -pages 17-21

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MOUNTAIN LINE MEMORANDUM

DATE: August 19, 2021

TO: Greg Clifton, City Manager

FROM: Heather Dalmolin, CEO and General Manager
Kate Morley, Deputy General Manager

SUBJECT: Northern Arizona Healthcare Transit Funding Recommendations

Request:

Consider funding options for transit to the proposed Northern Arizona Healthcare (NAH) facility prior to development approvals.

Recommendation:

Mountain Line Planning and Operations Divisions recommend that 20-minute peak frequency bus service be provided to the proposed new NAH facility near Fort Tuthill without reallocation of any existing transit services with a funding mechanism identified and in place prior to zoning approvals.

It has been proposed that the new route could include service to the airport. Airport service is identified as a service expansion priority in the 2017 Five-Year Transit Plan though a different alignment through Ponderosa Trails was proposed. We feel it is worth noting that if we were designing a new route to the airport that was not connected to NAH, Mountain Line would suggest less frequency based on ridership needs associated with that destination. However, when combined with service to NAH, 20 minute frequency is recommended as there are few cost savings to not going out there on every trip. More specific recommendations and alternatives on funding scenarios will follow the analysis below.

Analysis:

Mountain Line does not currently serve the Fort Tuthill area, terminating approximately 2 miles north of the proposed NAH location (see Map 1). However, bus service to the current facility north of downtown is excellent with 20-minute frequency on Route 2 and 60-minute frequency on Route 5, meaning buses come four times per hour in each direction. Ridership at the two stops adjacent to this facility is in our top quartile with a combined 245 boardings and alightings each day pre-COVID.

If Mountain Line were to extend a new route to the proposed new facility, per federal regulation, we would also be required to increase the paratransit service area to include a $\frac{3}{4}$ mile area (a straight-line in any direction) from the route and stops implemented.

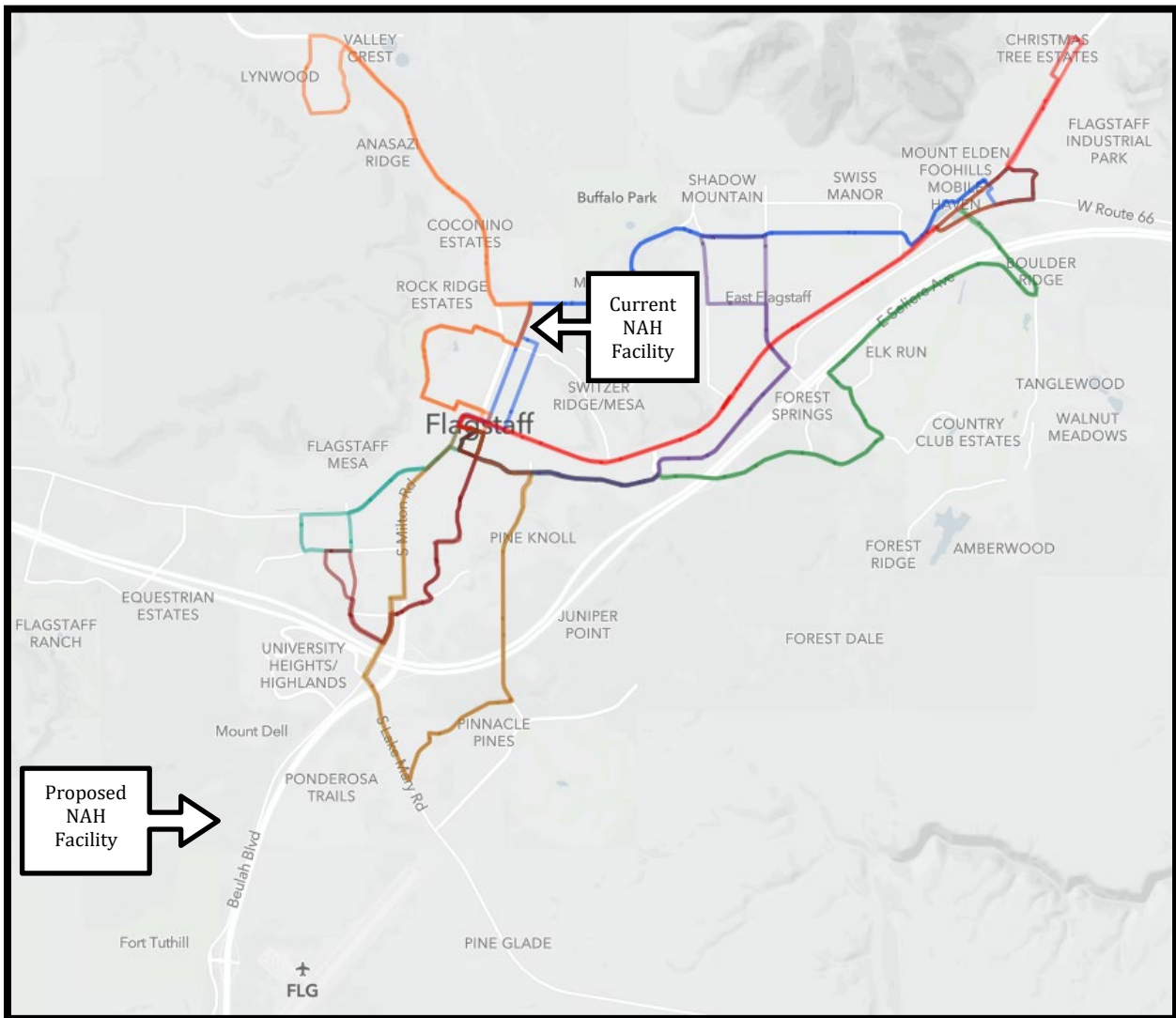




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Map 1 Mountain Line Fixed Route



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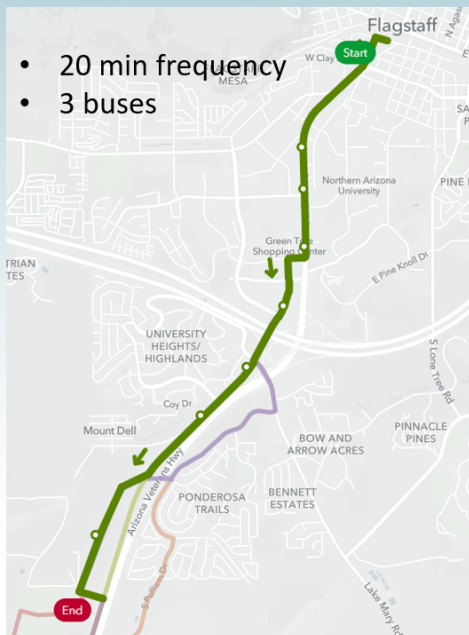
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Costs

Mountain Line looked at potential routing and fleet implications to accommodate service at the proposed NAH facility. The graphics below show two possible route alignments, one to NAH only and one with an extension from NAH to the airport. The annual operating cost to provide the service is also demonstrated. This cost is calculated as new costs and does not include costs that would remain fixed such salary and benefits for positions that don't need to be expanded for the provision of additional service. These costs are already covered by member agencies and are mostly born by the City of Flagstaff through the transit tax. The graphics also show one-time capital costs for buses and bus stop shelters and pullouts, as Mountain Line anticipates the City to require a bus pullout for each new bus stop. Mountain Line proposes that it could build bus replacement costs into its financial plan over time, though would need to identify funding for the initial capital purchase costs. Mountain Line could apply for grants to cost share capital expenses with an 80/20 split between FTA and NAH, though award of grants is not guaranteed.

NAH Only Costs



Annual Operating Costs

- Variable: \$1.173M
 - Includes paratransit
 - City services covers fixed admin

Capital Cost

Vehicles	3.00	\$1,000,000	\$3,000,000
New or Relocated Stops	5	\$125,000	\$625,000
Shelters/Amenities	5	\$30,000	\$150,000
New Technology			
Priority Treatment			
Infrastructure			
Total			\$3,775,000

Attempt 80/20 grants

- Match \$775,000
- Mountain Line covers:
- \$1,000,000 for spare
 - Replacement costs



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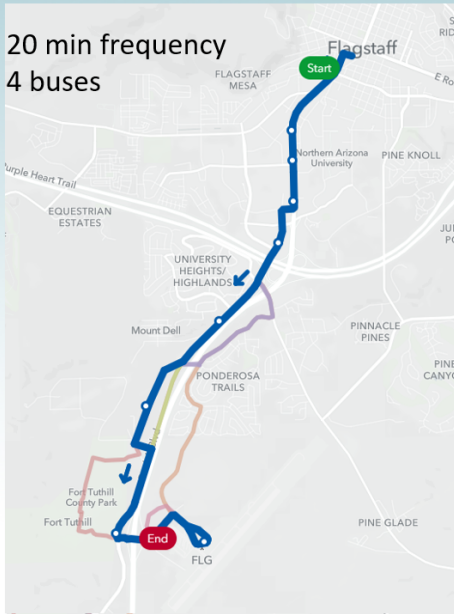


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NAH + Airport Costs

- 20 min frequency
- 4 buses



Annual Operating Costs:

- Variable: \$1.444M
 - Includes paratransit
 - City services cover fixed admin

Capital Cost

Vehicles	4.00	\$1,000,000	\$4,000,000
New or Relocated Stops	8	\$125,000	\$1,000,000
Shelters/Amenities	9	\$30,000	\$270,000
New Technology			
Priority Treatment			
Infrastructure			
Total			\$5,270,000

Attempt 80/20 grants

- Match \$1,054,000

Mountain Line covers:

- \$1,000,000 for spare
- Replacement costs



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Recommendation and Alternatives

1. The City could require NAH to provide payment to the City to fund transit service to the new site (**recommended**). This is the most direct way to ensure service is provided without impacting existing services. It's also in line with direction from the Mountain Line Board that new development should buy in to services. The City of Flagstaff already is the fiscal agent for Mountain Line's services and so the relationship between the City and Mountain Line for funding transit already exists. Finally, the City has the ability to require new development to not be a burden on the taxpayer and provide community benefits through its approval processes, which is something Mountain Line is not able to do.
2. Funding could be establishment through a new special taxing district, transit utility fee, or a new tax specific to the area of service enacted by the City (**alternative recommendation**). This option has the benefits of alternative 1 above but requires additional steps by the City and/or NAH to research and establish a new taxing mechanism to cover costs. The timing and mechanism of revenue generation is also in question as development will come online over time and not all at once. One benefit is that a taxing district would share revenue generation with future development as it happens in this area.

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3. The City could fund service with general fund revenues **(not recommended)**. While service could be provided in this manner, a long-term commitment to operating service is required, and Mountain Line is concerned about the availability of sustainable funding over time.
4. The City could request the Mountain Line Board to consider reallocating transit tax funds from existing service to the proposed NAH site **(not recommended)**. The Intergovernmental Agreement for service between the City and Mountain Line puts the responsibility for planning and providing service in the hands of Mountain Line. With that, the City could request the Mountain Line Board to consider service reductions elsewhere in this community to provide this service. While that would require no new funding, there are several reasons that is not recommended.
 - a. Not aligned with the Five-Year Transit Plan
 - i. Ultimately, the addition of a Fort Tuthill area route would be a coverage improvement (serving more areas) rather than a frequency improvement (buses come more often) and therefore is not in line with Mountain Line's 2017 Five-Year Transit Plan. The location is also not on the adopted Permanent Transit Network (PTN), which is meant to provide new developers assurance about where the highest levels of transit service will always be should they want transit access.
 - b. Equity and Title VI Concerns
 - i. Low-income and minority populations (collectively known as Title VI populations) are more likely to ride transit or be transit dependent than the average person. Public transit is not only a way to efficiently get people to work, but also a way to deliver equitable access to other vital community resources such as health care. Based on the Census Bureau American Community Survey data, Mountain Line routes are in the areas that best serve the most low-income and minority residences. The new hospital route does not equally support Title VI populations on a 1-to-1 ratio. Thus, moving current service disproportionately impacts these Title VI populations, which may result in a finding of FTA non-compliance in future Triennial Reviews and could result in corrective actions or worse, affect FTA funding.
5. No service could be offered **(not recommended)**. NAH could be allowed to move forward without making accommodations for the provision of transit service. Historically, Mountain Line has experienced community push back and demand for transit in similar circumstances such as with the new Sacred Peaks Health Center development on US 89 and when Flagstaff Shelter Services moved to Huntington Avenue. This puts both the City and Mountain Line in a position to find funding after the fact or not provide service.





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DATE PREPARED: September 3, 2021

MEETING DATE: September 15, 2021

TO: Honorable Chair and Members of the Board

FROM: Kate Morley, Deputy General Manager

SUBJECT: Downtown Connection Center Update

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Service Excellence
- ❖ Objective: Invest in capital to improve efficiencies and infrastructure to enhance customer-first service delivery.

BACKGROUND:

As design of the new Downtown Connection Center (DCC) continues, Mountain Line continues to design a project that meets the vision of creating an inviting and welcoming space for customers, with a focus on safety and sustainable design. The new DCC will provide basic necessities including restrooms, customer service, operations and dispatch spaces, and administration offices. It will be a multimodal connection center and provide for long-term service expansion, regional transportation services, and be a hub of bike and pedestrian activity.

Site Plan work is underway in preparation for an anticipated Conditional Use Permit (CUP) approval hearing with the City of Flagstaff's Planning and Zoning Commission in October. Public outreach will take place throughout September with the focus being on incorporating public input in the design of the building exterior and civic space. The presentation to the Board will include the latest renderings and public feedback received to date.

A phased approach to develop the building, followed by bus bays and civic space has also been developed to best align with the City of Flagstaff's Rio de Flag project. The public plan sets also show a future parking garage to be developed and delivered by the City.

FISCAL IMPACT:

The Downtown Connection Center is paid for by several grants from the Federal Transit Administration (FTA) with a total project value of \$34.9 million, including land value. The project is budgeted in FY2022 and included in the 10-year Financial Plan for FY2023-2025,

TAC DISCUSSION:

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TAC liked the direction of the building architecture and site design. They asked that the civic space drawings better reflect the surface parking conditions. Those changes will be made prior to the Board presentation.

SUBMITTED BY:

Kate Morley
Deputy General Manager

APPROVED BY:

Heather Dalmolin
CEO and General Manager

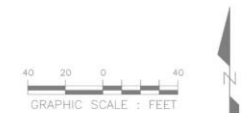
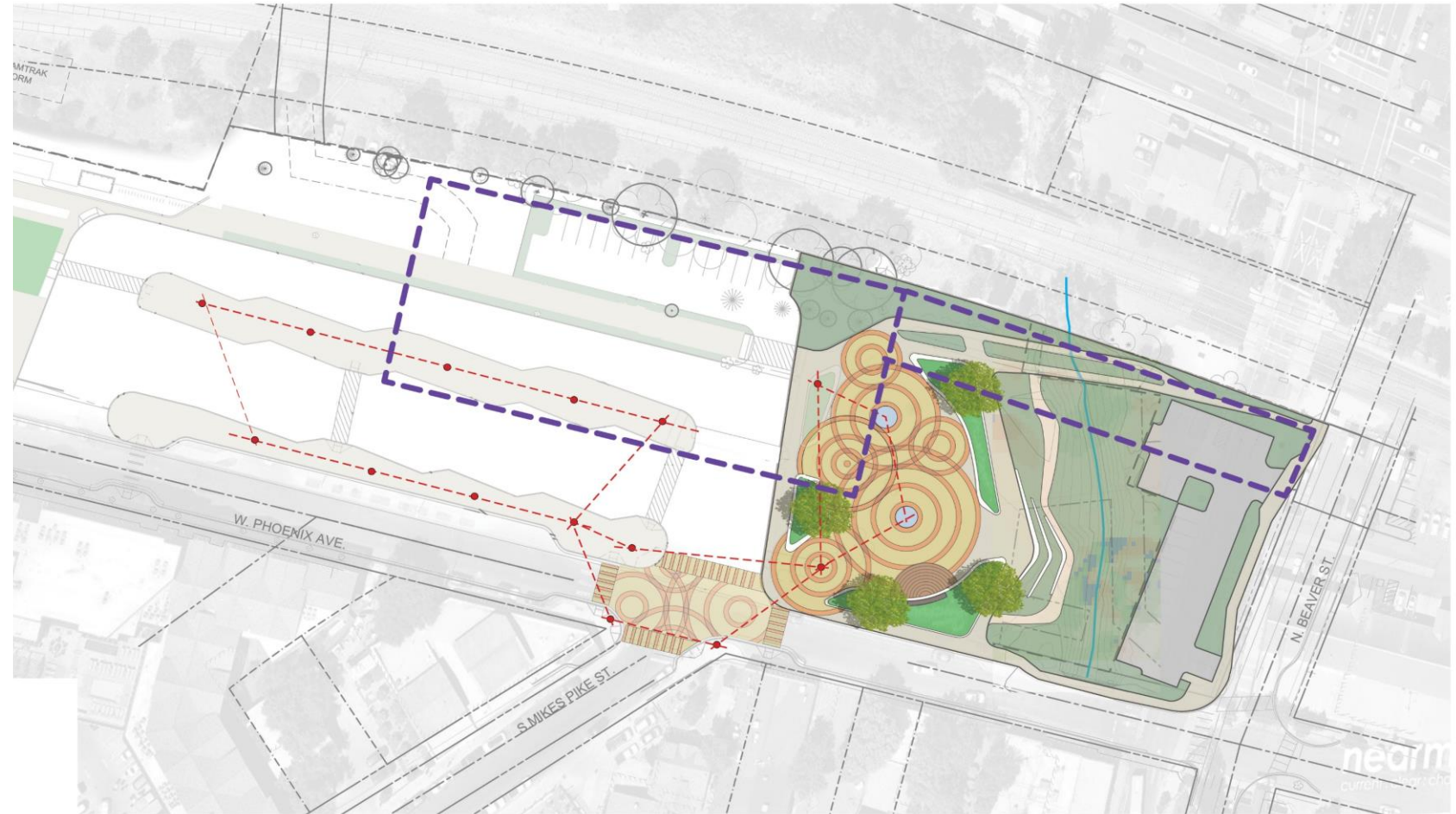
ATTACHMENTS:

1. Concept Package

-pages 24-25

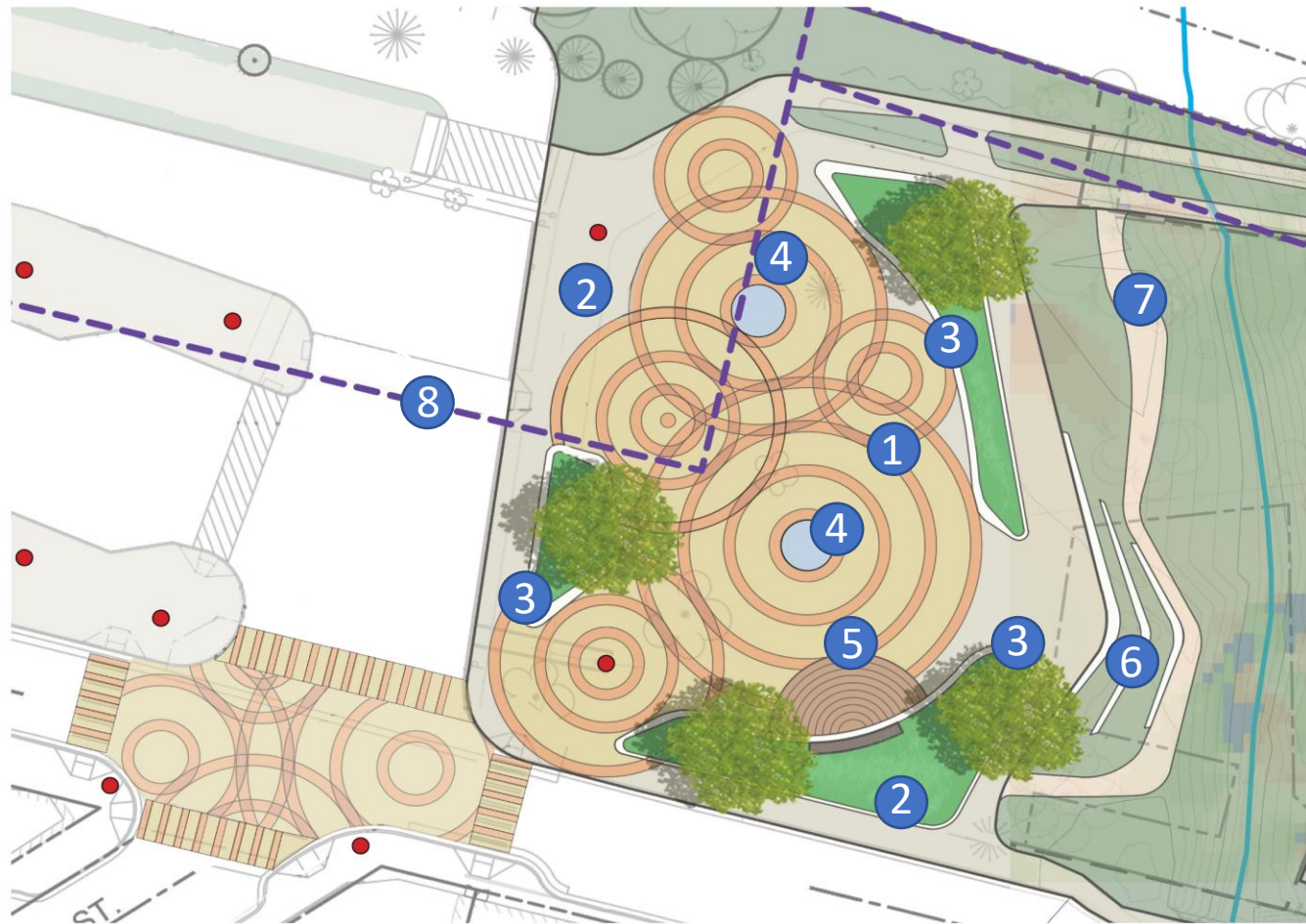
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Site Concept — Setting for Art Constellation

- 1 Civic Green w/Seating & Paving Art
- 2 Pop-up Retail & Food Truck Opportunity
- 3 Raised Seat Wall/Planter
- 4 Art Pedestal
- 5 Flexible Stage/Platform
- 6 Seating Terrace
- 7 Foot Path With Nature/Historical interpretive signage
- 8 Future Parking Structure by Others



Lighting & Paving Artwork @ Intersection,
Sense of Arrival, place where Flagstaff begins

- Invite people to linger, congregate and socialize and enhance the character of Flagstaff as a place of great natural beauty and celebrate community's cultural creativity.
- Make public transportation attractive and easily accessible and send the message that public transportation is an integral part of city life.
- Integrate public art with the place and community that tells stories of the past and acts as icons of unity for the future.

Civic Space Concept – People + Mobility + Art



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DATE PREPARED: September 2, 2021

MEETING DATE: September 15, 2021

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: COVID-19 Update

RECOMMENDATION:

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

BACKGROUND:

Since our last report to the Board in June of 2021, we have faced several new challenges related to COVID-19. The following is meant to be brief update and we will be available to answer more specific questions during the Board of Directors meeting.

- We reopened our lobby to the public on June 27, 2021. We have been operating our normal office hours, Monday thru Friday since reopening.
- All staff were returned to the office at the time of our reopening. We do have some staff taking advantage of the new Telecommuting policy that allows staff to work from home on a limited basis.
- We continue to be under the Federal Mask Mandate of the TSA and CDC. Staff and customers are required to wear a face covering at all times in our facilities, on the buses, and at our bus stops/connections centers. Staff are permitted to remove their mask while working alone in an office. All shared spaces continue to have reduced occupancy limits.
- We have continued to limit in-person meetings and travel is limited to events that cannot otherwise be attended virtually. Our Board and TAC meetings are still being conducted virtually, due in large part to the challenges of attending meetings and presenting in a face mask.
- Our staff is roughly 70% vaccinated and our HR team continues to make information available about vaccination options. We have had only one new positive case and that employee has recovered and returned to work.
- Ridership and demand remained low throughout the summer. Paratransit reached 45% of typical demand and Bus ridership was 60% of normal. We are seeing an increase in pass sales amongst our student populations and are hopeful to see ridership trend upward this fall with most schools offering in person learning environments.
- Overall, FY2021 ridership was less than 50% of typical ridership. Our fare collection was 80% of budget but we did see a record breaking increase of about 18% in transit tax revenue and have had the fortune to receive, all told, \$10m in COVID relief funds from the Federal Transit Administration.

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- We continue to struggle with staffing shortages, raising to about 25% of fulltime drivers being vacant. We are currently 8 positions short and relying on overtime as a result. We are evaluating several factors that may be impacting this shortage including lack of job seekers, changes in legalization of marijuana, and concerns about exposures as a transit driver. We are working to hire a firm to evaluate and revamp our recruitment tools in an effort to better engage job seekers.

FISCAL IMPACT:

Loss of fares was anticipated in the FY2021 budget and in FY2022. The cost of overtime related to driver shortages and amount of absenteeism does create over budget expenses. We are currently using federal COVID relief funds to help with these challenges.

TAC DISCUSSION:

The Transit Advisory Committee expressed appreciate for the information and had no questions.

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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MOUNTAIN LINE MEMORANDUM

DATE: September 15, 2021

TO: Honorable Chair and Members of the Board

FROM: Kate Morley, Deputy General Manager

SUBJECT: General Consulting Services Contract Update

On June 21, 2017, the NAIPTA Board of Directors awarded AECOM Technical Services, Inc. (AECOM) a three-year contract with the possibility to extend for two additional years to provide necessary on-call Architectural and Engineering services through a General Consulting Services Contract (RSOQ 2017-400). AECOM has completed the first three years of the contract and Mountain Line is using the two-year extension to complete projects underway. FY2022 is the final year of the contract. This report is to provide the NAIPTA Board with a quarterly update on that contract.

Progress on AECOM FY2022 Task Orders:

- Task Order #8: DCC to 30% Plans
 - AECOM has finalized concept and is working towards CUP requirements including a public outreach process in September. NEPA is also underway.
- Task Order #11: Bus Stop Amenities (survey/design)
 - There are no projects under this task order at this time.
- Task Order #13: Initiation of Work / Program Management
 - There are no projects under this task order at this time.

Task	Project Name	Start Date	End Date	Source Funds	FY2021 Value	Status Update
#8	DCC Selection, Design & Preliminary Engineering	July 2018	November 2021	5307/39	\$1,151,264	Working on 30% plan development
#11	Bus Stop Amenities (survey/design)	On-going		5310/Local	\$50,000	TBD
#13	Initiation of Work / Program Management	On-going		Varies	\$43,187	On-going
Total					\$2,678,149	





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MOUNTAIN LINE MEMORANDUM

DATE: September 15, 2021
TO: Honorable Chairman and Members of the Board
FROM: Samuel Short, Safety Manager
SUBJECT: Human Trafficking Prevention Program Update

BACKGROUND:

On January 24, 2020, Mountain Line was awarded Federal Transit Administration's (FTA) Innovations in Transit Public Safety grant. Mountain Line partnered with Northland Family Help Center (NFHC) to leverage the existing efforts of the Flagstaff Initiative Against Trafficking (FIAT) for this grant. The goal of this project is to increase safety and awareness while reducing occurrences of human trafficking in Flagstaff and the surrounding region.

PROGRESS:

- In conjunction with the Northland Family Help Center, staff have conducted Human Trafficking Awareness trainings for new bus operators. These trainings were recorded and will be used to train future operators.
- Mountain Line has given 75 monthly bus passes to the Northland Family Help Center. These monthly passes will be used by victims of Human Trafficking.
- Staff have attended trainings focused on de-escalation techniques for front line staff.
- The See Say Now app has been implemented and is currently being used by staff and customers.
- Badge Cards, which outline indicators of Human Trafficking, have been made and handed out to front-line staff.
- Human Trafficking Awareness advertisements and FIAT brochures have been made and placed in public facing vehicles.

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NEXT STEPS:

- Staff are currently developing a Human Trafficking Awareness video that can be used for multiple audiences.
- Staff are developing a de-escalation training program that will be used to train all front-line staff.
- Staff continue to advertise the See Say Now app in attempts to broaden our user base.
- Staff have solicited other agencies to provide de-escalation training to our front-line staff.

Mountain Line staff will continue to work with the Northland Family Help Center and the Flagstaff Initiative Against Trafficking, to bring awareness to Human Trafficking. We will also strive to continue providing de-escalation training to our staff, as national statistics show, the better you can de-escalate a volatile situation, the less likely that situation will escalate into violence.

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MOUNTAIN LINE MEMORANDUM

DATE: September 15, 2021

TO: Honorable Chairman and Members of the Board

FROM: Jacki Lenner, Marketing & Communications Manager

SUBJECT: K-12 Student Program Update

BACKGROUND:

K-12 students are an important part of Mountain Line's overall ridership. Mountain Line has actively marketed its K-12 student pass (\$49/semester or \$119 annual) for about the last nine years and increased the marketing in 2015 when route deviations were added to serve the BASIS and Northland Preparatory Academy charter schools. Most district and charter schools in Flagstaff have bus stops within walking distance. Mountain Line staff have spoken to FUSD officials in the past about the possibility of Mountain Line providing transportation for district students, but this was met with hesitation, as FUSD receives funding based on the number of students transported and/or the number of routes it runs.

PROGRESS:

- With the physical closure of Flagstaff schools last year and the shift to online learning, Mountain Line did not conduct any K-12 student pass marketing (transit was for essential trips only) and pass sales were obviously significantly impacted.
- Marketing resumed in 2021 with students returning to in-person learning, with the messaging focusing more on the safety of transit. Due to the ongoing pandemic, staff did not find it appropriate to conduct a more aggressive marketing campaign.
- The campaign landing page can be found at www.mountainline.az.gov/students. To date, the landing page has received 283 visitors.
- Prior to COVID-19, Mountain Line filmed parent testimonial videos, with real parents explaining why they choose to have their kids ride Mountain Line. We reused these testimonial videos in the 2021 marketing. All videos can be found at: https://www.youtube.com/playlist?list=PLajqqU_0pbW8H4PbXNc0JwW04Mc8haiWK

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- Staff attended six in-person events at BASIS, FALA, and NPA to sell passes and answer questions about Mountain Line.
- Additional marketing activities included advertising in the Arizona Daily Sun (online and print), social media (paid and organic), and flyer distribution.
- To date, 128 fall semester passes have been sold, which is a decrease of about 34 percent from previous years. An additional 68 annual passes have been sold, which is likely a decrease over previous years, but it's difficult to quantify since these passes continue to be sold throughout the year.
- Mountain Line's on-time performance around school start/end times has been significantly impacted by the changing traffic patterns in town, which presumably are related to more parents driving kids to school. This is likely for two reasons – COVID (not wanting kids on FUSD or Mountain Line buses due to fear of COVID transmission) and the FUSD bus driver shortage which has impacted their ability to provide reliable bus service.

NEXT STEPS:

- Staff will continue monitoring on-time performance to see if any long-term schedule changes need to be made and/or if there are future marketing opportunities around the traffic situation.
- Staff will research how other transit systems provide K-12 school service and how that does or does not impact funding the school district receives.
- Staff will reach out to FUSD to discuss options for how Mountain Line can help alleviate their challenges with driver shortages by providing fixed route bus service for some district students.

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MOUNTAIN LINE MEMORANDUM

DATE: September 15, 2021
TO: Honorable Chair and Members of the Board
FROM: Heather Dalmolin, CEO and General Manager
SUBJECT: Current Events

The monthly Transit Voice is available with highlights of news to know, job well done, note-worthy events, and updates on projects. Some of these were also noted in the Mountain Line Minute.

Operations

- After a community wide recruitment, our own Jeremiah McVicker was chosen to fill our vacant Maintenance Manager position. The Maintenance Manager job is new to our organizational structure and was created by combining the two vacant Facilities Manager and Fleet Manager positions. This new position aligns these two divisions into one and we are excited to have Jeremiah bring his experience to this new role. Jeremiah started out as a Transit Bus Driver in 2017 and moved into the role of Facilities Technician within 6 months.

Partnerships and Outreach

- We are proud to partner with Coconino County Health and Human Services for a pass program that will support County programs designed to overcome the social determinants of health care. We were approached by Coconino County and have agreed to jointly support pass needs in our community for a program valued at about \$100,000.
- The Leadership Team has been in the field the last couple of weeks assisting with public surveys to support the Flagstaff in Motion planning effort. The time taken to connect with and survey our riders is crucial to our plan and services for the future.
- Our Deputy General Manager, Kate Morley, spent time with Coconino County Supervisor Begay, our County Supervisor Alternate for the Board of Directors, riding the bus and introducing Supervisor Begay to our vehicles and operations. Later this month I will do the same with Supervisor Vasquez. We appreciate the interest and time of Supervisors Begay and Vasquez. We welcome the opportunity to give a tour and introduction to our routes to any member of the Board or TAC that wants to spend time in the field with us.
- Our Downtown Connection Center effort continues. We will be hosting two virtual open house events, the first on September 15 and the second on September 30. If you are interested, we welcome your participation; however, for open meeting rules please let Rhonda know if you plan to attend.
- I attended the annual Community Transportation of America Association, Small Urban Network conference in August. This was our first in-person conference since the pandemic started and my first event as CEO. It was great to connect with so many of our peer agencies and hear how other systems have dealt with conditions, begin the process of recovering ridership, and

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participating in planning for next generation of transit messaging. I was able to tour Missoula's electric fleet and see their facility. It was a great conference with timely discussions.

- Our next meeting is our Fall Strategic Advance. Due to the current COVID-19 concerns, we are maintaining a virtual environment for our Board and TAC meetings. We have changed the meeting time as the original time allowed for us to enjoy lunch during the planned in person meeting. The meeting will be on October 20 from 9a to noon. Thank you to everyone who provided feedback to my quick email inquiry in early August.

Finance, Compliance, and Procurement

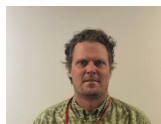
- Our paratransit division passed our annual inspection by Arizona Department of Economic Security, Division of Developmental Disabilities Office of Licensing, Certification and Regulation (OLCR). This annual inspection is an audit of our compliance with the requirements of Home and Community Based Services (HCBS) related to the transportation services provided to clients of DDD through our paratransit services. Compliance is key to the funding this contract brings to our programs. Congratulations to Randy Biles and Shaun Gregg.
- We are very close to awarding the procurements for our first two electric vehicles. We expect the builds to take approximately 12 months, as long as the supply chains can meet demand for the parts and chips. As soon as we have placed those orders, staff will begin the process of identifying charging equipment necessary to support this additional fleet. We are excited to take this first step in our transition to zero emission buses.
- We learned in late August that the Arizona Department of Transportation was awarding Mountain Line \$4.6M of federal 5307-5339 funding for a CDL Training and Testing Course, a joint project with Northern Arizona University valued at \$4.3M, and for support vehicles, allowing us to convert many of our administrative and support vehicles to electric vehicles over the next couple of years, valued at \$300,000. We are grateful to our community partners for the letters of support provided for this application and to ADOT for continuing to support our projects with these funds.

Employees and Morale

- September Anniversaries:



Grace Charley, 13 years



Peter Farness, 2 years



Shaun Gregg, 9 years

Estella Hollander, 4 years



Carlos Lorenzo, 16 years

David Janeway, 9 years



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Stephen Olvera, 4 years

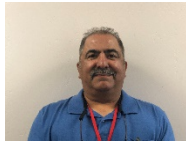


Rich Philippi, 16 years



Sam Short, 11 years

Paul Teran, 3 years



Joseph Tyree, 4 years



Ken Van Doorne, 7 years

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October: No TAC Meeting Board and TAC Advance is Wed, 10/20

ITEMS:	WHO & WHAT:
Safety Minute	
Financial Update	Lauree - D/A
Flagstaff in Motion	Bizzy - D/A
November/January Agenda Calendar	

November: TAC Meeting is Thurs, 11/4 Board Meeting is Wed, 11/17

ITEMS:	WHO & WHAT:
Safety Minute	
Flagstaff in Motion	Bizzy - D/A
Safety Plan Implementation	Sam - D/A
Fares Update	Lauree - D/A
Budget Process Kickoff	Lauree - D/A
Strategic Plan Review	Heather D - D/A
Milton Corridor Master Plan (CMP)	Kate - PR
Grant Award Notification	Estella - PR
Workforce Utilization Report	Danelle - PR
Delegation of Authority Update – Agreements, Grants, and Procurements	Heather D - PR
January/February Agenda Calendar	