

MEMPHIS AREA TRANSIT AUTHORITY
Regular Meeting Agenda
Wednesday, January 15, 2025
2:30 PM



Memphis Area Transit Authority
One Commerce Square
40 S Main St
Memphis, TN 38103
Memphis Area Transit Authority
One Commerce Square

Brandon Arrindell
Cynthia Bailey
Emily Greer
Sandi Klink
Brian Marflak

Board of Commissioners
Emily Greer, Chair
Anna McQuiston, Vice Chair

Jackson McNeil
Anna McQuiston
Dana Pointer
Maya Siggers

I. Call to Order Emily Greer

II. Board Roll Call Annie Givens

III. Acknowledgement of Public Comment Emily Greer

C Clements Public Comment Submitted Via Email **CClements**
1/13/25 **1-13-25**

Attachments: C Clements Public Comment

J Moseley Comment **JMoseley**
1-15-25

Attachments: J Mosley Comment

L Frieson Comment **LFreison**
1-15-25

Attachments: L Frieson Comment

M Newman Comment **MNewman**
1-15-25

Attachments: M Newman Comment

Better Transit for a Better Memphis Comment **BTBM**
1-15-25

Attachments: BTBM letter

IV. TransPro Vote Emily Greer

RESOLUTION TO APPROVE TRANSPRO PHASE **25-03**
2-DESIGN SCOPE OF WORK DETAILS PROPOSAL
SUBMITTED TO CITY OF MEMPHIS

Attachments: TransPro Scope of Work Edits 12 20 24

V. Adjournment

Emily Greer

The Next Regular Meeting of the:

MATA Board of Commissioners will be:

Wednesday, January 22, 2025

3:30pm

at

Memphis Area Transit Authority

One Commerce Square – 40 S. Main Street

Memphis, TN 38103

The Next Committee of the Whole/Sub Committee Meetings will be:

Wednesday, January 22, 2025

12:00pm Finance and Audit Committee

12:50pm Transit Service Planning & Rider Experience Committee

1:40pm Business Operations & Metrics Committee

2:30pm Executive Committee

at

Memphis Area Transit Authority

One Commerce Square – 40 S. Main Street

Memphis, TN 38103

2025 Board of Commissioners Schedule

**2025 Board
Schedule**

Attachments: 2025 Board Meeting Calendar



MEMPHIS AREA TRANSIT AUTHORITY

Board of Commissioners

40 South Main Street,
Memphis, TN 38103
Bacarra Mauldin, Interim
CEO
www.matatransit.com

RESOLUTION NO. CClements 1-13-25

MATA board CEO

From Carolyn Clements <ClementsC@outlook.com>

Date Mon 2025-01-13 11:50 AM

To Public Comments <publiccomments@matatransit.com>

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I would like to let all board members know that I am opposed to replacing interim CEO Bacarra Mauldin with persons from the TransPro consulting group. My reasons for opposition are:

- 1) TransPro has one vision. Cost reduction. They have no vision or investment in the City of Memphis or it's people. They have a transactional relationship with the city - getting paid and improving the operating costs for TransPro. We are a revenue stream for them.
- 2) Ms. Maudlin has proven herself to be a successful and capable leader during her term. She is involved and invested in Memphis. As this new board learns and grows I feel confident she will work with the board to create a vibrant and successful transportation system for Memphis.

This board is new. You need time to learn what has happened in the past and where MATA should be moving in the future. The vibrancy and growth of this city depends on a successful public transportation system. This is not always a smaller and cheaper system. Young people in Memphis want public transportation and walkability. This is evident in the growth of downtown. The state of Tennessee should be a partner in the success of Memphis, including transportation in a city with significant poverty.

Thank you for your service on the board.

Carolyn Clements
101 S Main
Unit 410
Memphis, TN



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RESOLUTION NO. JMoseley 1-15-25

Citizens for Better Service

Org. 1993

To: MATA Board of Commissioners
From : Johnnie Mosley, Founding Chairman, Citizens for Better Service
Sammie Hunter, Co-Chair, Memphis Bus Riders Union
Date: January 13, 2025
Subject: TransPro Vote

As you know, Citizens for Better Service and Memphis Bus Riders Union have been calling for new leadership at MATA. We have also made Mayor Young and the new MATA Board our choice for new leadership at MATA.

We know that you have some difficult decisions to make in the amid of challenges facing MATA. While we are aware that there are those who have issues about TransPro stepping in on an interim basis, we are more concerned about MATA being an embarrassment.

But do not take our word for it. According to www.tennesseelookout.com, the Beacon Center, a Nashville, a research organization, their annual report, voters across the state believe MATA is number one in wasteful governmental spending in the entire state of Tennessee.

We have long said that MATA was more concerned about spending money on the leadership than the ridership. We need a leadership that will put the ridership first.

While you are contemplating on giving the keys of leadership to TransPro, we want you to know that if you find yourself in a stalemate, we, respectfully, ask that the MATA Board to open the process so candidates can apply for Acting or Permeant CEO of MATA.

MATA is in need of new leadership which must begin the process of transforming MATA into a first class public transportation system.

Thank you for your acknowledgement of this letter. Thank you for your service to the community.

Citizens for Better Service has been advocating for affordable and accessible public transportation since 1993, while the Memphis Bus Riders Union has been advocating for improved bus services since 2012.

CITIZENS FOR BETTER SERVICE Fighting For Dignity



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Board of Commissioners

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RESOLUTION NO. LFreison 1-15-25



Questions

From Lisa M. Frieson <lmfrieso@gmail.com>

Date Tue 2025-01-14 10:47 PM

To Public Comments <publiccomments@matatransit.com>

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Was MATA operating at a deficit when the previous CEO resigned?

Didn't the current interim CEO bring these major financial issues to the forefront?

How does spending money for a management company make sense when the current leadership has given a plan of action but it isn't popular because it calls for job losses and reduction of services? If those 2 things don't happen, how do you stop the bleed?

Let's face it. MATA has been underfunded for years with no hope of the local governments financially supporting it.

Public Transportation like this has to be funded by local governments for sustainability. How does spending money we make that happen?

Lisa M. Frieson

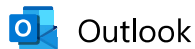


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RESOLUTION NO. MNewman 1-15-25



MATA Viability Moving Forward

From Marcus Newman <marcus.newman@gmail.com>

Date Wed 2025-01-15 4:25 AM

To Public Comments <publiccomments@matatransit.com>

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Hi,

While the usage of consultants for a specific purpose for a finite period of time can be helpful as a bridge, I'm curious if we are building institutional capacity and know how internally? Particularly, for the period of time when they are gone.

And lastly, given the report of severe shortage of cash on hand, are we tracking key KPIs on a daily basis? And if so, have we been able to glean anything from those data points over the last few months and what options/changes can we make - large or small?

Thank you,

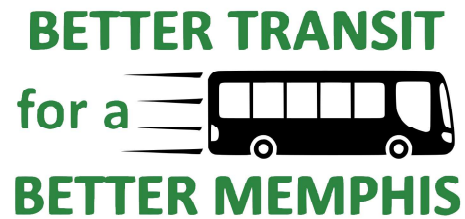


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RESOLUTION NO. BTBM 1-15-25



January 14, 2025

Dear Mayor Young and MATA Board Members,

It is our understanding that the MATA board intends to vote and approve the proposed TransPro contract to initiate phase 2, which would effectively bring in an intervention team to run MATA. The contract in its last version would cost us \$1.3 million for part-time interim executive officers, including a financial officer at only 15 hours a week.

As Better Transit for a Better Memphis, we maintain our reservations about TransPro and its methods. We learned and shared with you, reports from riders and unions in other cities about how TransPro's intervention hurt their transit systems and cities, under the guise of innovative and cost-saving solutions (see appendix). The most concerning thing we learned is that people felt unheard and disregarded. We do not want to be another cautionary tale of a "right-sized" transit system that became useless. We want a fully funded, first-class transit system that we build together.

Therefore, we ask that the MATA Board pass a resolution formally creating a Stakeholders Advisory Council to work alongside the MATA Board, MATA management, and TransPro in identifying solutions and making key decisions as Transpro fulfills its contract. The Stakeholders Advisory Council should include MATA operators, mechanics, daily bus riders, and transit advocates including Better Transit for a Better Memphis and other community groups.

We know rebuilding the community's trust in MATA is a priority for you. It is important to remember that poor on-time performance is not the sole reason for the deteriorated trust. It also has to do with the flagrant disregard for the humanity of riders, operators, mechanics, and the community. When you talk about a low ridership route, you must remember you are talking about real people, like Ms. Germany who needs to get to chemotherapy five days a week on the 34 Bus. There are those who live and work along the 40 Bus Route who often travel from Downtown Memphis to Bartlett/Wolfchase Mall area. Lastly, dozens of employees have left or are considering leaving MATA because they have yet to have any assurance that the pay, benefits, and spirit of collaboration they fought for in last year's union contract will be honored.

An important first step to rebuilding the community's trust is for you to trust the often overlooked stakeholders- riders, operators, mechanics, and public transit advocates- to inform the critical decisions ahead. You can demonstrate this trust by creating a Stakeholders Advisory Council to work alongside the MATA Board and MATA management in identifying solutions and making key decisions.

Thank you for your attention to this matter. We look forward to your response.

Sincerely,

Better Transit for a Better Memphis Coalition

Dorothy Conner, Co-Chair of Better Transit for a Better Memphis

Oyama Hampton III, Co-Chair Better Transit for a Better Memphis

Leo Arnoult, MICAH

Harrison Currie, Amalgamated Transit Union Local 713

Evelyn Williams, Amalgamated Transit Union Local 713

Dennis Lynch, Sierra Club Chickasaw Group

Paul Klein, Climate Reality Project

L. Roshell Hubbard, A Certain Woman Ministries

Kimberley Davis, Memphis Community Against Pollution

Gisela Guerrero, MICAH & Mayor Young's Transportation Transition Committee

Appendix I. Experiences from other Transit Authorities with TransPro

Wilmington, NC

ATU Local 1328 Chief Shop Steward, Velveeta Clayton, who works at the Wilmington NC transit system for their contractor, Transdev, had to say:

“When [TransPro] made the changes in 2020/2021, they weren't thinking about the riders, the employees, or the community. When they made these changes, they were 750k in the hole between 2020 and 2021. So they thought to make a 750k cut, but it didn't help. We were still in the 750k deficit, and it just made it worse -- the ridership, the elderly, the people who need to go to school, the single moms. All of that they messed up.

When they first did the proposal, I went to city council and said, your computer isn't telling you where the elderly are or where they're going -- none of these runs are going where the elderly really need the bus routes. They aren't concerned about what the bus drivers think. They just pushed it through without listening to us.”

- <https://www.whqr.org/local/2021-01-31/waves-new-executive-director-talks-route-changes-transpro-and-future-of-the-transit-system>
- <https://www.whqr.org/local/2024-02-15/wave-mulls-three-options-for-reimagined-service-while-facing-a-750-000-budget-shortfall>

Detroit, MI

In Dec 2011, Mayor Bing contracted Parsons Brinkerhoff and Envisurage LLC, now TransPro, to improve “fleet reliability, peak pullout compliance, customer satisfaction, and operating efficiency of system.” Following this contract, DDOT announced substantial bus service cuts, including increasing wait times and eliminating overnight service. In April 2012, the contractual management team announced the 415 Plan during public hearings. Detroit Transportation Riders United (TRU’s report states “the Envisurage contractors tried to convince bus riders that the 415 Plan was a service improvement. Nothing can be further from the truth – for most riders most of the time will experience longer waits and longer commutes.”

TRU says “Envisurage were brought in by former Detroit Mayor Dave Bing to slash costs, resulting in massive cuts to our DDOT bus system. The system still hasn't recovered, over a decade later.”

- TRU report from 2012:
<https://www.detroittransit.org/wp-content/uploads/2019/11/TRU-DDOT-Bus-Timeliness-Report-May-2012.pdf>
- https://www.huffpost.com/entry/detroit-bus-service_n_1311867

Kansas City, MO

From Stand Up KC “Despite IRIS being touted as a solution to Kansas City’s weak transit infrastructure, it has proven to be the opposite, raising serious concerns about the privatization of one of our most essential public services. The taxpayer-funded program is a race to the bottom for transit workers, replacing a functional and free bus system driven by stable, family-sustaining union jobs, with low-wage work characterized by an exploitative fee scheme of which Black and Brown workers disproportionately bear the burden, as well as questionable reliability for KC riders. zTrip maintains control over the platform and operations while shifting the risk and costs to drivers. zTrip has pocketed at least \$2.5 million in exploitative fees from IRIS drivers between March 2023 and July 2024, based on one estimate.”

- <https://www.kshb.com/news/local-news/two-americas-transit-deserts-in-kansas-city-metro>
- <https://thebeaconnews.org/stories/2023/08/30/iris-kansas-city/>
- <https://www.kansascity.com/news/local/article293793794.html>

Additional articles on Transpro’s privatization efforts

- <https://commonwealthbeacon.org/transportation/t-considering-privatization-of-core-services/>
- <https://www.youobserver.com/news/2019/jul/12/county-to-move-forward-on-implementation-of-scat-service-partnership/>



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Board of Commissioners

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RESOLUTION NO. 25-03

RESOLUTION TO APPROVE TRANSPRO PHASE 2-DESIGN SCOPE OF WORK DETAILS PROPOSAL SUBMITTED TO CITY OF MEMPHIS

WHEREAS, TransPro Consulting in partnership with M3 Advisory Partners, LP submitted the draft “Modernization of MATA: For its Customers, the Community and for City Hall-An Operation Assessment of the Memphis Area Transit Authority” on or about October 11, 2024; and

WHEREAS, the TransPro Phase 2 Proposal was submitted to the City of Memphis and was reviewed by the MATA Board; and

WHEREAS, the TransPro Phase 2 Proposal submitted to the City of Memphis outlines TransPro’s comprehensive plan for oversight of MATA to ensure accountability, service quality, safety, and operational efficiency. The oversight will focus on Customer Satisfaction, Community Trust, and Optimization of City Investment in MATA; and

WHEREAS, the TransPro Phase 2 Proposal has a term of approximately eight (8) months; identifies John Lewis (Interim CEO), Steve Hamelin (Interim COO) and Aaron Headley (Interim CFO) as TransPro’s and M3 Advisory Partners, LP’s interim executive team; and its total cost would be paid entirely by the City of Memphis; and

WHEREAS, the TransPro Phase 2-Design Scope of Work Details, which are attached to this Resolution; and

WHEREAS, Memphis Area Transit Authority (MATA) has matters, obligations and challenges which require crisis management services, urgent attention and priority action; and

WHEREAS, upon receipt of notice from the City of Memphis of the execution of the contract between the City of Memphis and TransPro Consulting, under which MATA is a third party beneficiary, the TransPro Consulting interim executive team, with John Lewis serving as interim CEO and having the duties, authority and responsibility of the position, shall lead the operations and management of MATA for a term of eight (8) months. Provided however, that nothing in this Resolution shall be deemed or construed to alter, waive, diminish or modify the power and responsibility of the MATA Board of Commissioners; and

WHEREAS, due to the urgency and importance of handling the matters, obligations and challenges currently faced by MATA, the MATA Board of Commissioners hereby appoint John Lewis as the interim CEO of MATA for the duration of the agreement between the City of Memphis and TransPro Consulting for the Phase 2 Scope of Work; and

WHEREAS, this Resolution is subject to and conditioned upon the entire cost of the TransPro Phase 2-Design Scope of Work, as amended or revised, being paid by the City of Memphis; and

RESOLUTION NO. 25-03

NOW THEREFORE BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE MEMPHIS AREA TRANSIT AUTHORITY that the TranPro Phase 2-Design Scope of Work Details is approved.

BE IT FUTHER RESOLVED pursuant to the recitals, John Lewis is appointed as the interim CEO of MATA.

BE IT FURTHER RESOLVED that the Chair and Vice Chair of the MATA Board of Commissioners are each authorized to execute documents pertaining to or arising from the Resolution on behalf of MATA.

BE IT FURTHER RESOLVED that pursuant to the recitals, John Lewis is designated the Accountable Executive responsible for overseeing TransPro employees assigned to work on this Statement Of Work, who have been identified as Steve Hamelin (Interim COO) and Aaron Headley (Interim CFO), M3 and with whom the Federal Transit Administration (FTA) may communicate.

TransPro
Phase 2 - Design Scope of Work Details

This proposal outlines TransPro’s comprehensive plan for oversight of MATA to ensure accountability, service quality, safety, and operational efficiency. The oversight will focus on three key areas: Customer Satisfaction, Community Trust, and Optimization of City Investment in MATA. TransPro’s oversight will promote transparency, continuous improvement, and adherence to best practices, ultimately benefiting riders and the community.

This scope of work is designed to:

- Maximize service delivery for the term of the agreement, within the existing budget.
- Position MATA to better serve its riders.
- Meet the 100 and 200 Day Key Strategies set forth in the TransPro Report.

1. Interim Staffing Oversight

Purpose: To enhance the reliability, timeliness, and customer satisfaction of mobility services offered by MATA, TransPro will provide an interim executive transition team made up of the following positions: Chief Executive Officer, Chief Operating Officer, Chief Financial Officer.

Primary Deliverables:

Route Planning & Optimization: TransPro will review current bus routes, **on-demand service (including MATA Plus)**, schedules, ridership, and customer experience data to design and recommend a fixed route network schedule, which may include route and frequency modifications in an operating model that is financially constrained to the resources available to MATA. Route Planning and Optimization recommendations will focus on, improving the customer experience as measured by customer satisfaction rate and the Net Promoter Score.

Deliverables:

- Current bus route, **on-demand service (including MATA Plus)**, schedule, ridership, and customer experience analysis – technical memo of recommendations
- Full network route optimization recommendations (draft & final) **including fixed route, on-demand and trolley**

Service Reliability: Oversight will include evaluating the agency's ability to maintain its fleet and develop an asset management plan that maximizes vehicles available for daily service. TransPro will also prioritize and develop a capital replacement program that focuses on bus replacement. TransPro will attempt to renegotiate MATA’s current contract with RATP Dev to maximize the utilization of their international expertise in **operations**, transportation management and bus maintenance.

Deliverables:

- Asset management plan
- Daily vehicle availability plan and reports
- Capital replacement program
- **Comprehensive vehicle replacement plan prioritizing stabilization**

Passenger Experience & Feedback: TransPro will continue to monitor surveys providing actionable recommendations to enhance the rider experience, focusing on the identified priorities of the customer: frequency, reliability, time on board vehicles.

Deliverables:

- Customer Experience Surveys
- Community Value Surveys

2. Performance Management

Purpose: To promote transparency with stakeholders and the community TransPro will create for MATA a public-facing performance dashboard comprised of quantitative metrics agreed upon by the MATA Board of Trustees to measure the performance of the agency in key areas of performance such as customer satisfaction, financial stewardship, and operational efficiencies.

Key Areas of Focus

- Customer Satisfaction: Utilizing surveys of MATA customers, **TransPro will track and measure** the improvement of the agency's performance against the baseline established in September 2024 and report the agency's performance to stakeholders and the community quarterly.
- Quarterly Reporting to City Council and Administration: TransPro will provide a 100-day and 200-day status report to the City on the State of the Agency along with any other reporting required by the City.

Deliverables:

- Performance management dashboard

Monthly results reporting:

- MATA Board of Commissioners

Quarterly results reporting:

- Mayor of Memphis
- Memphis City Council
- Shelby County Commission
- Public Stakeholders

3. Administrative Oversight

Purpose: In addition to the defined deliverables produced in Tasks 1 and 2, through the on-site management and oversight, TransPro's interim staffing personnel will provide fundamental administrative oversight intended to improve organizational functionality, basic financial compliance, and administrative governance that meets best practices for administration and financial oversight. To ensure that the agency's governance, management practices, and financial stewardship meet the highest standards of accountability, efficiency, and transparency.

Key Areas of Focus

- Financial Management & Budget Oversight: Through our financial partner M3, TransPro will review the agency's financial position to ensure transparency in the allocation of public

funds. This includes reviewing budgets, expenditures, and revenue sources to identify areas for cost savings or increased efficiency. This may also include proposed budget revisions and establishment of new reporting mechanisms to the Board of Directors, City Administration, and City Council.

Workstream	Activities	Deliverable
Cash Management and Forecasting	<ul style="list-style-type: none"> • With the current Finance Department team and other MATA employees, develop and implement a cash management strategy to monitor, forecast, and optimize cash flow • Create and maintain cash forecasting tools to provide accurate projections of cash needs and availability over a short/medium term time horizon • As-needed utilization of an additional M3 resource to complete these activities 	Excel-based cash forecasting tool; and a document of procedures and responsibilities to maintain this tool
Financial Reporting	<ul style="list-style-type: none"> • Improve financial reporting processes to ensure timely and accurate reporting to the Interim CEO and the Board of Commissioners • Streamline reporting mechanisms, focusing on critical financial metrics and trends that impact cash flow and operational performance • Explore improvements available under the current ERP system; explore training and module options that enhance its utilization • As-needed utilization of an additional M3 resource to complete these activities 	Board approved reporting package (financial system capabilities permitting)
Leadership and collaboration with Interim CEO	<ul style="list-style-type: none"> • Act as a strategic partner to the Interim CEO, providing financial insights and support for overall turnaround efforts • Participate in strategic planning sessions to align financial strategies with operational objectives and city funding considerations • Identify opportunities for cost reductions and efficiency improvements across the organization, including contracts and vendor relationships • As-needed utilization of an additional M3 resource to complete these activities 	Ad hoc reports as requested (financial system capabilities permitting)

- **Recruit Chief Financial Officer:** TransPro will perform a national search for a qualified executive to serve in the role of Chief Financial Officer for the agency **as soon as possible**. This will be a top priority for the transition team to stabilize the finance department and provide strategic financial leadership to the agency.

Deliverables:

- Monthly financial reports to the Board of Directors
- Budgets and expenditures in alignment with the actual revenues of MATA
- Recruitment Strategy for CFO

- **Governance & Policy Compliance:** TransPro will provide training and development to the Board of Trustees to ensure the oversight body understands and is able to assess the agency's compliance with internal policies and external regulations, making sure the agency adheres to ethical practices, proper governance, and contractual obligations with vendors and partners.

Deliverables:

- Board Development Workshop

4. Training and Development Oversight

Purpose: To ensure that staff across all levels are adequately trained, skilled, and prepared to deliver high-quality service, maintain safety standards, and foster a positive public image for the agency.

Deliverables

- Driver and Operator Training: Oversight will include monitoring the quality and frequency of training programs for bus drivers and other operators. This will ensure they are adequately prepared to handle normal operations, emergencies, and customer service responsibilities.
- Technical Staff Training: Maintenance workers and technicians will be evaluated on their technical training, ensuring they have the latest skills and certifications necessary to maintain the bus fleet and infrastructure in top condition.

Overall Deliverables:

- Bi-weekly meetings with Mayor Young and the City leadership team
- 100-Day and 200-Day State of the Agency Report
- As needed report to City Council Transportation Committee
- Sustainable Service Model for MATA Bus Service
- FY26 Operating and Capital Budgets
- Updated Customer Satisfaction and Community Value Survey



MEMPHIS AREA TRANSIT AUTHORITY

Board of Commissioners

40 South Main Street,
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CEO
www.matatransit.com

RESOLUTION NO. 2025 Board Schedule

2025 Board of Commissioners Schedule

Date	Time
Wednesday, January 15 th Committee Meetings 10am – 11am Finance and Audit 11am – 12pm Transit Service 12pm – 1pm Business Operations 1pm – 2pm Executive	10:00am-2:00pm
Wednesday, January 15th Executive Session	2:00pm-2:30pm
Wednesday, January 15th Special Called Meeting	2:30pm
Wednesday, January 22 nd Committee Meetings 12pm – 12:50pm Finance and Audit 12:50pm – 1:40pm Transit Service 1:40pm – 2:30pm Business Operations 2:30pm – 3:30pm Executive	12:00pm-3:30pm
Wednesday, January 22nd Regular Meeting	3:30pm
Wednesday, February 5 th Committee Meetings 12pm – 1:15pm Finance and Audit 1:15pm – 2:30pm Transit Service 2:30pm – 3:45pm Business Operations 3:45pm – 5pm Executive	12:00pm-5:00pm
Wednesday, February 12 th Committee Meetings 12pm – 1:15pm Finance and Audit 1:15pm – 2:30pm Transit Service 2:30pm – 3:45pm Business Operations 3:45pm – 5pm Executive	12:00pm-5:00pm
Wednesday, February 19th Regular Meeting	3:30pm
Friday, March 7 th Committee Meetings 12pm – 1:15pm Finance and Audit 1:15pm – 2:30pm Transit Service 2:30pm – 3:45pm Business Operations 3:45pm – 5pm Executive	12:00pm-5:00pm
Wednesday, March 19 th Committee Meetings 12pm – 1:15pm Finance and Audit 1:15pm – 2:30pm Transit Service 2:30pm – 3:45pm Business Operations 3:45pm – 5pm Executive	12:00pm-5:00pm
Wednesday, March 26th Regular Meeting	3:30pm
Thursday, April 17 th Committee Meetings 12pm – 1:15pm Finance and Audit 1:15pm – 2:30pm Transit Service 2:30pm – 3:45pm Business Operations 3:45pm – 5pm Executive	12:00pm-5:00pm
Monday, April 21 st Committee Meetings 1pm – 1:30pm Finance and Audit 1:30pm – 2pm Transit Service 2pm – 2:30pm Business Operations 2:30pm – 3pm Executive	1:00pm-3:00pm

Wednesday, April 23rd Regular Meeting	3:30pm
Friday, May 2 nd Committee Meetings 12pm – 1:15pm Finance and Audit 1:15pm – 2:30pm Transit Service 2:30pm – 3:45pm Business Operations 3:45pm – 5pm Executive	12:00pm-5:00pm
Thursday, May 22 nd Committee Meetings 12pm – 1:15pm Finance and Audit 1:15pm – 2:30pm Transit Service 2:30pm – 3:45pm Business Operations 3:45pm – 5pm Executive	12:00pm-5:00pm
Wednesday, May 28th Regular Meeting	3:30pm
Wednesday, June 11 th Committee Meetings 12pm – 1:15pm Finance and Audit 1:15pm – 2:30pm Transit Service 2:30pm – 3:45pm Business Operations 3:45pm – 5pm Executive	12:00pm-5:00pm
Wednesday, June 18 th Committee Meetings 1pm – 1:30pm Finance and Audit 1:30pm – 2pm Transit Service 2pm – 2:30pm Business Operations 2:30pm – 3pm Executive	1:00pm-3:00pm
Wednesday, June 25th Regular Meeting	3:30pm
July 19 th -22 nd APTA Transit Board Members Seminar	All day in Kansas City, MO
Monday, July 28 th Committee Meetings 1pm – 2pm Finance and Audit 2pm - 3pm Transit Service 3pm – 4pm Business Operations 4pm – 5pm Executive	1:00pm-5:00pm
Wednesday, July 30th Regular Meeting	3:30pm
Wednesday, August 20 th Committee Meetings 1pm – 2pm Finance and Audit 2pm – 3pm Transit Service 3pm – 4pm Business Operations 4pm – 5pm Executive	1:00pm-5:00pm
Wednesday, August 27th Regular Meeting	3:30pm
Monday, September 22 nd Committee Meetings 1pm – 2pm Finance and Audit 2pm – 3pm Transit Service 3pm – 4pm Business Operations 4pm – 5pm Executive	1:00pm-5:00pm
Wednesday, September 24th Regular Meeting	3:30pm
Wednesday, October 8 th Committee Meetings 1pm – 2pm Finance and Audit 2pm – 3pm Transit Service 3pm – 4pm Business Operations 4pm – 5pm Executive	1:00pm-5:00pm
Wednesday, October 15th Regular Meeting	3:30pm

Wednesday, November 12 th Committee Meetings 1pm – 2pm Finance and Audit 2pm – 3pm Transit Service 3pm – 4pm Business Operations 4pm – 5pm Executive	1:00pm-5:00pm
Wednesday, November 19th Regular Meeting	3:30pm
Wednesday, December 10 th Committee Meetings 1pm – 2pm Finance and Audit 2pm – 3pm Transit Service 3pm – 4pm Business Operations 4pm – 5pm Executive	1:00pm-5:00pm
Wednesday, December 17th Regular Meeting	3:30pm

Dates, times and locations are subject to change with adequate notice