



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

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

Wednesday, November 15, 2017

10:00am

NAIPTA VERA Room

3773 N. Kaspar Dr.

Flagstaff, AZ 86004

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

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

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

The agenda for the meeting is as follows:

-pages 1-3

1. CALL TO ORDER

2. ROLL CALL AND INTRODUCTIONS

3. APPROVAL OF MEETING MINUTES: 10/18/17

-pages 4-10

4. CALL TO THE PUBLIC



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

### **CONSENT ITEMS:**

There are no items for the consent agenda.

### **DISCUSSION / ACTION ITEMS:**

5. SURVEY RESULTS -page 11  
-Jeff Meilbeck, CEO and General Manager  
Presentation and discussion only.
6. NAIPTA'S 2017 DRAFT 5-YEAR TRANSIT PLAN -pages 12-14  
-Erika Mazza, Deputy General Manager  
The Board may take action to provide direction to staff on the 5-Year Transit Plan.
7. SECTION 5305 FARE STRATEGIES GRANT AUTHORIZATION  
-Kate Morley, Mobility Planner -pages 15-16  
Staff recommends the Board of Directors: 1) Authorize application to the Arizona Department of Transportation (ADOT) through the City of Flagstaff for a Section 5305 Planning Grant to conduct a fare strategies study; and 2) Approve local match \$21,063.
8. APPROVE AN OPTION FOR THE FUTURE OF THE COCONINO COMMUNITY COLLEGE (CCC) PILOT PASS PROGRAM -pages 17-19  
-Jacki Lenner, Marketing Manager  
Staff recommends the Board of Directors review the options for continuing, or discontinuing, the CCC Pilot Pass Program beginning in Fiscal Year 2019 and vote on the preferred option. Staff does not have a recommendation at this time.
9. NAIPTA SUCCESSION PLAN -pages 20-22  
-Jeff Meilbeck, CEO and General Manager  
Staff recommends the Board of Directors approve the succession plan.



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## PROGRESS REPORTS:

10. NAIPTA JOB ORDER CONTRACTING -page 23  
-Anne Dunno, Capital Project Manager
11. NATIONAL LEGISLATIVE AND REGULATORY TRANSIT AGENDA UPDATE  
-Jeff Meilbeck, CEO and General Manager
12. SUMMARY OF CURRENT EVENTS  
-Jeff Meilbeck, CEO and General Manager

## ITEMS FROM COMMITTEE AND STAFF:

13. SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS  
December/January Working Agenda -page 24  
Strategic Workplan -pages 25-26

The Board and TAC Strategic Policy Advance is scheduled for Thursday, December 7, 2016, 9am-3pm in the NAIPTA Training Room, 3825 N. Kaspar Dr., Flagstaff, AZ 86004. Please plan to attend in person. Lunch will be provided. The public is invited to attend. The Advance agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting, and should be consulted for a list of items that will be discussed at the Advance.

The next Board meeting will be January 17, 2018 and will be a WebEx meeting based in Flagstaff in the NAIPTA VERA Conference Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. January agenda items will include but not be limited to the Financial Audit, FY2018 and FY2019 Meeting Calendar Review and Turnover Rates/Costs Based on Turnover-Impact to Budget. The January agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting, and should be consulted for a list of items that will come before the Board.

14. ADJOURNMENT





## Board of Directors Minutes for Wednesday, October 18, 2017

NAIPTA  
3773 N. Kaspar Dr.  
Flagstaff, AZ 86004

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

The Board of Directors met in Regular Session on Wednesday, October 18, 2017 at 10:00 am in the NAIPTA VERA Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004.

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

### **BOARD MEMBERS PRESENT:**

Jamie Whelan, Vice Mayor, City of Flagstaff, alternate, acting Chair of this meeting;  
Eva Putzova, City Council, City of Flagstaff;  
Joanne Keene, Executive Vice President and Chief of Staff, NAU;  
*\*Three of our five Board member seats must be present to constitute a quorum.*  
*\*\*The City of Flagstaff holds two seats.*

### **BOARD MEMBERS EXCUSED:**

Scott Overton (Chair), City Council, City of Flagstaff;  
Art Babbott (Vice Chair), Board of Supervisors, Coconino County;  
Matt Ryan, Board of Supervisors, Coconino County, alternate;  
Charlie Odegaard, City Council, City of Flagstaff, alternate;  
Rich Bowen, Associate Vice President for Economic Development, NAU, alternate;  
Colleen Smith, President, CCC;  
Veronica Hipolito (Secretary), Dean of Students, CCC, designee

### **NAIPTA STAFF IN ATTENDANCE:**

Jeff Meilbeck, CEO and General Manager, left at approximately 10:20am;  
Erika Mazza, Deputy General Manager;  
Heather Dalmolin, Administrative Director;  
Jim Wagner, Operations Director;  
Jacki Lenner, Marketing Manager;  
Jon Matthies, IT Manager;  
Lauree Battice, Business Manager;  
Anne Dunno, Capital Project Manager;  
Alicia Becker, Transit Planner;





Kyle Marshall, Associate Planner;  
Dayna Wasley, Planning Intern;  
Rhonda Cashman, Clerk of the Board;  
Fredda Bisman, NAIPTA Attorney (WebEx)

**GUESTS PRESENT:**

None.

1. CALL TO ORDER -Chair Whelan called the meeting to order at 10:01am.
2. ROLL CALL AND INTRODUCTIONS
3. APPROVAL OF MINUTES 9/20/2017

Director Keene moved to approve the September 20, 2017 minutes as presented.  
Director Putzova seconded. All approved, none opposed. Motion carried.

4. CALL TO THE PUBLIC

There were no members of the public requesting to speak at this time.

**CONSENT ITEMS:**

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

5. APPROVE AND ADOPT UPDATED PURCHASING POLICIES

-Heather Dalmolin, Administrative Director

Staff recommends the Board of Directors approve and adopt an updated Purchasing Policy to provide direction to staff on these activities that complies with the regulations of local, state, and federal agencies.

Director Putzova moved to approve the updated purchasing policy as presented.  
Director Keene seconded. There was no discussion. All approved, none opposed.  
Motion carried.

**DISCUSSION / ACTION ITEMS:**

Chair Whelan explained the order of some agenda items would be changed to allow Mr. Meilbeck to present before leaving to catch a plane.







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### **6. PARTNERSHIP OPPORTUNITY EXPLORATION WITH NORTHERN ARIZONA UNIVERSITY (NAU)**

-Jeff Meilbeck, CEO and General Manager

Staff recommends the Board of Directors consider adopting a Scope Statement related to exploring partnership opportunities with NAU.

Mr. Meilbeck noted this is a Strategic Workplan objective. The scope statement was viewed on screen. Ridership is up approximately 1000 passengers per day with the increased capacity on the articulated buses on campus. Mr. Meilbeck stated NAIPTA and NAU operate different systems and both are running well. He reviewed the items to consider in the staff report, such as desired results and exclusions. There was a brief discussion about recruitment and turnover. Director Putzova requested staff bring back information related to the cost of turnover and the breakeven point. Director Keene said she was excited about the partnership and U-Pass. Director Putzova moved to approve the Scope Statement as presented. Director Keene seconded. All approved, none opposed. Motion carried.

### **7. NAIPTA SUCCESSION PLAN**

-Jeff Meilbeck, CEO and General Manager

Staff recommends the Board of Directors consider and discuss a proposed succession plan.

Mr. Meilbeck told the Board he plans to retire in November 2018. He stated this is an opportunity to look at the organization and the approach is important. He proposed an open process with Board and TAC involvement. He recommended transition training for the NAIPTA Leadership Team. He has also proposed an outside organization to manage the process. He has offered a suggested timeline, but it sometimes takes longer. If there are no suitable candidates in the first round, the recruitment process could be started again. There was a brief discussion about the timeline and recruitment cost. Staff was asked to come back next month with a contingency plan to be added to the succession plan, but staff may proceed with the process in the meantime.

## **PROGRESS REPORTS:**

### **8. SUMMARY OF CURRENT EVENTS**

-Jeff Meilbeck, CEO and General Manager

Mr. Meilbeck stated he is leaving the meeting to catch a plane to go to the Community Transportation Association of America (CTAA) Board meeting in Pittsburgh. They will be discussing the national agenda for transportation. At the American Public Transportation Association (APTA) Annual Meeting last week, Ms. Mazza graduated from their year-long Leadership Program and Ms. Lenners accepted an award for the Prop 411 campaign: transit tax renewal and she served on a panel. Ridership has already been mentioned.



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**DISCUSSION / ACTION ITEMS:**

**9. APPROVE THE FY2017 ANNUAL REPORT**

-Heather Dalmolin, Administrative Director

Staff recommends the Board of Directors approve the FY2017 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA.

Ms. Dalmolin reviewed a PowerPoint presentation with the Board. Under the FY2017 Year in Review, there was a question about how many of our bus stops are ADA approved stops. Ms. Dunno replied approximately 60-70 percent. There are some issues with topography. A Federal Transit Administration (FTA) assessment tool was used by planning staff to evaluate each stop. Performance measures were reviewed by program. Revenues and Expenditures were reviewed. Ms. Lenners distributed the NAIPTA one-page Annual Report used for marketing. There was another question asking where the vanpools are most successful. Ms. Mazza responded vanpools are most successful in Winslow. There is a lot of interest in Tuba City, but it's not coming together quite yet. Ms. Morley is working on a vanpool study. Tusayan is growing due to Pink Jeep Tours. Tuba City barriers could be attributed to the school district having their own vans and some are brand new, the program is unfamiliar, change in behaviors, messaging and marketing. Staff have talked to the BNSF Railroad and the Winslow Prison. It is a much different situation than in a large city. Director Putzova moved to approve the FY2017 Annual Report as presented. Director Keene seconded. All approved, none opposed. Motion carried.

**10. APPROVE APPLICATION AND EXECUTION OF FEDERAL TRANSIT ADMINISTRATION (FTA) GRANT APPLICATION 6743-2018-001**

-Heather Dalmolin, Administrative Director

Staff recommends the Board of Directors approve and authorize execution of FTA application 6743-2018-001 totaling \$3,982,199 for projects to include operations assistance, the passenger shelter program, and a portion of the Downtown Connection Center project.

Ms. Dalmolin reported these grant funds are based on size and density, as well as competitive funds awarded through the Arizona Department of Transportation (ADOT). There was no discussion. Director Keene moved to approve the application and execution of this grant as presented. Director Putzova seconded. All approved, none opposed. Motion carried.

**11. APPROVE APPLICATION AND EXECUTION OF FEDERAL TRANSIT ADMINISTRATION (FTA) GRANT APPLICATION 6743-2018-002**

-Heather Dalmolin, Administrative Director

Staff recommends the Board of Directors approve and authorize execution of FTA application 6743-2018-002 totaling \$3,616,887 for portion of the Downtown Connection Center project.





Ms. Dalmolin reported this grant 100 percent reflects the competitive award form ADOT. There was no discussion. Director Keene moved to approve the application and execution of this grant as presented. Director Putzova seconded. All approved, none opposed. Motion carried.

**12. FY2017 FEDERAL TRANSIT ADMINISTRATION TRIENNIAL REVIEW CLOSEOUT REPORT**

-Heather Dalmolin, Administrative Director  
Discussion only.

Ms. Dalmolin stated as of October 2<sup>nd</sup> all items have been closed. All corrective action has been approved. The Board was supportive of staff completion. Ms. Mazza communicated the heavy lift of this review and thanked the entire team. Each reviewer seems to have a focus. This was Ms. Dalmolin's fifth Triennial Review at NAIPTA and she has never seen the same reviewer.

**13. NAIPTA'S 2017 DRAFT 5-YEAR TRANSIT PLAN**

-Erika Mazza, Deputy General Manager  
The Board may take action to provide direction to staff on the 5-Year Transit Plan.

Ms. Becker presented for Ms. Mazza. The Draft 5-Year Transit Plan will be available to the public for review starting Friday, October 20<sup>th</sup> through Friday, November 10<sup>th</sup>. She reviewed a PowerPoint presentation with the Board which included review of the Strategic Workplan objectives and outreach efforts. Questions were asked about how many people were reached and the Permanent Transit Network not being where people really live. Ms. Becker replied that the first survey had approximately 500 responses. The two core advances and the Get On The Bus campaign were approximately 250 people for a total of approximately 750 people so far. Ms. Mazza responded that Jarrett Walker and Associates (JWA) validated we currently have a strong system for our size community, but we do have some topography challenges that makes it difficult to be as efficient as we desire. In May the two service models were reviewed, frequency versus coverage. The Board liked the balance our system currently has and recommended new funds go toward increased frequency. The Permanent Transit Network is where new resources will be placed. Ms. Becker noted an email will go to those people who participated in the initial survey and it will be on our website. The approval of the 5-Year Transit Plan will be incorporated into our Strategic Policy Advance in December.

**14. MOUNTAIN EXPRESS PROGRAM RENEWAL**

-Erika Mazza, Deputy General Manager  
Staff recommends the Board of Directors approve a five-year Service Agreement with Snowbowl Resort Limited Partnership in an amount ranging from \$36,000 to \$46,000.







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Ms. Mazza reported Arizona Snowbowl will pay the cost of this service in total for the 2017/2018 ski season. The ridership has grown from approximately 2500 to 8500 in the last two years. Most trips are still from the bottom of the mountain to the top, so it really isn't meeting congestion mitigation. The Highway 180 Implementation Plan is in process with community stakeholders. New this year, we are partnering with the DoubleTree Hotel to allow parking and pick up from there. The DoubleTree will be the first pickup point and then proceed to the Downtown Connection Center. Route 7 doesn't go in that direction. In the future there may be a possibility of a Park and Ride at Thorpe Park. There were suggestions to consider pickups at additional hotels and to market to the NAU students. Full day Friday service is being added this year and staff will be looking into another grant application in the coming year to help fund this service. Director Keene moved to approve the service agreement as presented. Chair Whelan seconded. There was no further discussion. All approved, none opposed. Motion carried.

### **15. EMPLOYEE SATISFACTION SURVEY**

-Jeff Meilbeck, CEO and General Manager

No action is being recommended but the Board may direct staff to modify the survey instrument or methodology.

Ms. Dalmolin presented this item on behalf of Mr. Meilbeck. She reviewed the PowerPoint presentation again with the Board. The Employee Survey Policy was also shown on the screen. The most recent survey has 66 respondents and it was done on paper. Some new survey questions were added in January 2017. Leadership looks for areas of concern. There are some lower scores in the feedback area and staff has control over this as management. Staff met yesterday to address safety question responses. Director Keene stated she is seeing similar responses.

### **PROGRESS REPORTS:**

### **16. NAIPTA JOB ORDER CONTRACTING**

-Anne Dunno, Capital Project Manager

This item was tabled since Councilmember Overton and Supervisor Babbott were not in attendance.

### **17. PAPERLESS TAXI VOUCHERS**

-Kate Morley, Mobility Planner

Ms. Mazza presented this item on behalf of Ms. Morley. She reported use of pre-paid debit cards will begin soon. This improvement in the program will be beneficial to all involved. For NAIPTA, staff will be able to track the budget more efficiently and reduce the workload. For the taxi companies, they will not have to deal with paper vouchers anymore and they will be paid quicker. For the client, the price of the actual trip charge



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will be deducted from the debit card and it can be refilled once a month. The debit card will only work with a set merchant code, which only allows those associated businesses to provide service. All of these components should help reduce fraud in the program.

**ITEMS FROM COMMITTEE AND STAFF:**

Director Putzova requested a National Transportation Legislative Outlook report from Mr. Meilbeck at a future meeting. Ms. Mazza stated the new FTA Administrator started and is considering reduction in regulations for transit agencies.

**18. SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS**

November/December Working Agenda

Strategic Workplan

The next Board meeting will be on Wednesday, November 15, 2017 and will be a WebEx meeting based in Flagstaff in the NAIPTA VERA Conference Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. November agenda items will include but not be limited to the 5-Year Transit Plan Update, Mountain Line Financial Projections and Quarterly Performance Report. The November agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting, and should be consulted for a list of items that will come before the Board.

**19. ADJOURNMENT -Chair Whelan adjourned the meeting at 11:31am.**

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Scott Overton, Chair NAIPTA Board of Directors

ATTEST:

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Rhonda Cashman, Clerk of the Board



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**DATE PREPARED:** November 3, 2017

**DATE:** November 15, 2017

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

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

**SUBJECT:** Survey Results

**RECOMMENDATION:**

Presentation and discussion only.

**BACKGROUND:**

Dr. Fred Solop from Global Vision will report findings from the recent survey of likely registered voters.

**TAC DISCUSSION:**

This presentation was not done at the TAC meeting.

**SUBMITTED BY:**

**APPROVED BY:**

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

\_\_\_\_\_

**ATTACHMENTS:**

None.





**DATE PREPARED:** November 6, 2017

**DATE:** November 15, 2017

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

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

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

**RECOMMENDATION:**

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

**RELATED STRATEGIC WORKPLAN OBJECTIVE**

Guiding Principles:

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

Strategic Workplan:

- ❖ Do a comprehensive update of Flagstaff's 5-Year Transit Plan by December 2017:
  - Zero based approach to service design.
  - Robust public engagement and statistically valid quantitative, feedback.
  - Focus on results and evaluate tools using performance based analysis.
  - Question all assumptions related to Bus Rapid Transit (BRT).
  - Compare at least 2 two service models, i.e. BRT and improved service delivery.

**BACKGROUND:**

At the December 2016, joint NAIPTA Board of Directors (Board) and Transit Advisory Committee (TAC) Advance, those in attendance voted on adding a 5-Year Transit Plan strategic workplan item with five subset items.

- Zero based approach to service design.
- Robust public engagement and statistically valid quantitative, feedback.
- Focus on results and evaluate tools using performance based analysis.
- Question all assumptions related to Bus Rapid Transit (BRT).
- Compare at least 2 two service models, i.e. BRT and improved service delivery.

At the upcoming December 2017, joint NAIPTA Board and TAC Advance, NAIPTA staff will ask those in attendance to vote on approving the Mountain Line 5-Year Transit Plan. If approved, this plan shall lay the foundation for NAIPTA's growth, if future funding is identified.

During the development of the 5-Year Transit Plan, the NAIPTA Board indicated that as additional incremental funding is secured, operational funds should go toward increasing frequency on the existing routes. NAIPTA staff along with our consultant Jarrett Walker + Associates (JWA) moved forward with this direction and continued to build on our 5-Year Transit Plan process. Within this update, Staff will capture the outcome of identifying a future frequency layout based on the Permanent Transit Network.





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### New funding: Growth Option

On August 16, 2017, NAIPTA staff presented the initial findings of the higher frequency network as based on the Draft Permanent Transit Network. Both the NAIPTA TAC and Board were supportive of developing the higher frequency network and establishing the trajectory of growth for Mountain Line. Staff and JWA have continued to refine the high frequency network, culminating in 35,000 additional bus hours and have initiated identifying necessary capital improvements that will allow NAIPTA to run more efficiently with greater productivity and speed. Along with adding additional frequency on many of the existing transit corridors, the service span is also proposed to be extended. The proposal is to extend service an extra hour earlier and later during the week and Friday/Saturday 3-4 hours later in the evening.

For NAIPTA to create a higher frequency transit system, we would need financial resources beyond our current funding levels. The financial costing is based on NAIPTA's fully allocated Total Cost of \$84/per hour. This per hour cost contains 100% of all cost directly incurred by and/or allocated by Mountain Line. This includes 86% of all overhead or indirect costs (CEO-General Manager, Administrative Director, electricity for the buildings, HR services, etc.).

Scenario	Revenue Hours (approximate)	Change in Annual Operating Cost
Current System	75,136	NA
Short Term Increase	79,993	\$407,762
Longer Term – Frequency and Span	110,618	\$2,980,262

Capital considerations for the Bus Rapid Transit line through the Locally Preferred Alternative were identified as \$32,000,000. This costing valuation was based on infrastructure needs and right of way acquisition within the Woodlands Village, Milton, and Downtown corridors. Spot improvements were also identified along 4<sup>th</sup> Street and out along the Flagstaff Mall approaching the Mall Connection Center. NAIPTA has recently identified purchase and relocation of the Downtown Connection Center to cost NAIPTA approximately \$13,000,000 for land acquisition, design, and construction. If NAIPTA continues to be successful in their grant awards, the identified \$45,000,000 of capital considerations could be financed at an 80/20 federal to local split. This would mean \$36,000,000 would come from federal investments and \$9,000,000 would be needed as a local match. NAIPTA will continue working on refining and further identifying capital improvements in the coming months with AECOM.

### *Revenue*

To provide the increased service hours, NAIPTA would need to consider annual increased operating revenue by \$2,980,262 in today's dollars and would need approximately \$9,000,000, as the local match for identified capital improvements.

### *Transit Tax 2018*

To assist the Citizens' Transportation Tax Commission, Local Global Vision, led by Fred Solop, has conducted a random sample, statistically valid survey of likely voters on enhancing transit and funding in



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the coming elections. The survey took place in early October and the results will be presented at the November Board meeting.

### **TAC DISCUSSION:**

NAIPTA TAC was supportive of the 5-Year Transit Plan moving forward. Members of the TAC asked for capital considerations, as we have identified them thus far, to be included in the assessment. TAC also asked for the results of the likely voters' survey to be included in the final 5-Year Transit Plan.

### **FISCAL IMPACT:**

The cost of NAIPTA's 5-Year Transit Plan is identified within the FY2018 adopted budget. Fiscal impacts of the cost constrained option are neutral in that they are designed to be supported by existing revenues. Fiscal impact of the growth alternatives depends on the scope and magnitude of what we can accomplish.

### **SUBMITTED BY:**

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Erika Mazza  
Deputy General Manager

### **APPROVED BY:**

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Jeff Meilbeck  
CEO and General Manager

### **ATTACHMENTS:**

None.



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**DATE PREPARED:** November 6, 2017

**MEETING DATE:** November 15, 2017

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

**FROM:** Kate Morley, Mobility Planner

**SUBJECT:** Section 5305 Fare Strategies Grant Authorization

### **RECOMMENDATION:**

**Staff recommends the Board of Directors:** 1) Authorize application to the Arizona Department of Transportation (ADOT) through the City of Flagstaff for a Section 5305 Planning Grant to conduct a fare strategies study; and 2) Approve local match \$21,063.

### **RELATED STRATEGIC WORKPLAN OBJECTIVE:**

Guiding Principles:

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

Strategic Workplan:

- ❖ Explore partnership opportunities with NAU on 5 Year Plan, fleet and operations while respecting the needs of each organization by June 2018.
- ❖ Apply imagination, creativity and innovation to improve the service we deliver.

### **BACKGROUND:**

ADOT issues competitive planning funds to Councils of Government and Metropolitan Planning Organizations under their 5304-5305 Transit Planning grant program. NAIPTA is partnering with the Flagstaff Metropolitan Planning Organization (FMPO) and City of Flagstaff to apply on our behalf. The application is for a Fare Strategies Study with a grant request of \$105,313. Award of this grant will provide NAIPTA the ability to research and establish a holistic fare policy program that maximizes ridership and sets a clear relationship between the different fare programs NAIPTA offers. It will also create a cohesive strategy for generating revenue to maximize service. This study will be used to present to the Citizen's Transportation Tax Commission. This study will aid in implementing the 5-Year Plan vision through a combination of fare strategies and tax funding before it is put to voters in the 2018 election. In addition, it will establish a clear fare media strategy that minimizes dwell time and provides equitable access to transit for both fixed route service and BRT. It will provide information critical to strengthening NAIPTA partnerships with NAU and CCC to increase student's accessibility and mobility throughout the city, while generating new revenue to build capacity in fixed-route service.

Fare policy has been a point of discussion for the NAIPTA Board over the past several months. Award of this grant would allow additional capacity to explore these topics in depth. It will also result in additional federal revenues and may reduce operating expenses. ADOT typically takes two to four months to provide grant awards. Staff will update the Board as information becomes available.



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**TAC DISCUSSION:**

The TAC was supportive of application and approval of local match.

**ALTERNATIVES:**

- 1) **Authorize the 5305 application to ADOT through the City of Flagstaff and approve local match of \$21,063 (recommended):** The application is consistent with NAIPTA's Strategic Workplan. The funds support NAIPTA through the leveraging of federal dollars with local funds.
- 2) **Do not approve the 5305 application or use of local match (not recommended):** This alternative is not recommended as the funds provide an opportunity to reduce the use of local funds to support Strategic Workplan items through the study of fare strategies.

**FISCAL IMPACT:**

This funding will assist NAIPTA in keeping with objectives in the Strategic Workplan. Award of the grant will increase federal revenues by \$84,250 and may reduce operating costs with a local match of \$21,063.

**SUBMITTED BY:**

\_\_\_\_\_  
Kate Morley  
Mobility Planner

**APPROVED BY:**

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

**ATTACHMENTS:**

1. Full 5305 Application                      -available upon request





**DATE PREPARED:** November 6, 2017

**DATE:** November 15, 2017

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

**FROM:** Jacki Lenners, Marketing Manager

**SUBJECT:** Approve an option for the future of the CCC Pilot Pass Program

**RECOMMENDATION:**

**Staff recommends the Board of Directors** review the options for continuing, or discontinuing, the CCC Pilot Pass Program beginning in Fiscal Year 2019 and vote on the preferred option. Staff does not have a recommendation at this time.

**RELATED STRATEGIC WORKPLAN OBJECTIVE:**

Guiding Principles:

- ❖ Strive for continuous improvement in all we do
- ❖ Show initiative, imagination, and creativity
- ❖ Collaborate to enhance service delivery

5 Year Horizon:

- ❖ Establish financial policies and seek revenue sources to maintain fiscal strength.
- ❖ Apply imagination, creativity, and innovation to improve the service we deliver

**BACKGROUND:**

NAIPTA engaged in a one-year Pilot Pass Program with CCC, beginning in August 2016, in which all CCC students and staff are entitled to a free transit pass. The NAIPTA Board of Directors authorized the continuation of the program in Fiscal Year 2018. The Intergovernmental Agreement between NAIPTA and CCC included a \$10,000 annual fee for the pilot program.

By continuing the program in FY2018, it gave NAIPTA and CCC the opportunity to evaluate a full year of data, and left ample time for both agencies to consider future options for the program.

After the Spring 2017 semester, NAIPTA and CCC met to review the data and discuss next steps.

Highlights of the program thus far:

- CCC passes were used 62,602 times.
- 816 individual passes have been used (768 student passes and 48 staff passes)
- Average student pass usage is 70 times
- All routes have been used, including 173 unique stops (99% of the system).
- The Routes 4 and 14 stops on Lone Tree Rd., in front of CCC, saw a combined 42 percent increase in ridership over the previous year.

In considering future program options, NAIPTA also addressed the following factors:

- Based on the ridership and CCC's annual investment, CCC is paying \$0.18/trip





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- The Route 10 (Mountain Link) cost per trip is \$0.60/trip
- The Mountain Line systemwide cost per trip is \$0.70/trip.
- An annual CCC student parking pass costs \$51; employee parking pass costs \$10
- Based on NAIPTA's data, the value of a universal access pass (allows a college or university student to ride any route, any time) is \$50/student/semester. However, NAIPTA is embarking on a new revenue generation strategy and farebox policy study, so we want to further truth this number before establishing a new program around it.

Based on the data available, NAIPTA staff developed three alternatives for a future program with CCC. The two agencies discussed these alternatives at a meeting in October. CCC would consider continuing the program if Alternative 1 (below) is approved. Their current budget situation would not allow them to explore Alternative 2 at this time. If Alternatives 2 or 3 are approved, CCC would explore options to offer Transit Scholarships or wrap the cost of a pass into Financial Aid for those students who rely on Mountain Line to get to school.

### TAC DISCUSSION:

The TAC was generally supportive of Alternative 1, as they believe that the CCC student population is generally more low-income and a transit pass is a tremendous asset to these students. There was also discussion about CCC being part of NAIPTA's upcoming farebox policy study, and to take into consideration the impact of CCC on the transit system versus the impact of NAU.

### ALTERNATIVES:

- 1) Continue the program at the current \$10,000 annual rate: This alternative allows CCC (provided funding continues to be available) to continue offering the transit benefit to students and staff, and allows NAIPTA to receive the associated ridership increase. This alternative does not provide fare equity with other programs and services based on the difference in the CCC cost per trip and the systemwide cost per trip.
- 2) Establish a cost per trip program: Other transit systems have developed programs with universities and community colleges that is based on a cost per trip model. In this proposed alternative, NAIPTA would use ridership data to determine how many CCC trips were taken in the previous year, and use that number to calculate the program cost for the coming year, at a rate of \$0.60/trip. For example, in the first full year of the program, CCC students and staff took 62,062 trips. With this alternative, NAIPTA would establish the rate for the subsequent year at \$37,237 (trips x \$0.60). This cost would be updated each year depending on the previous year's ridership. While this alternative brings fare equity to the program, it also might be out-of-reach given CCC's budget situation.
- 3) Discontinue program: The CCC Pilot Pass program is not financially in line with other NAIPTA programs, and CCC still has parking shortages during key times. This alternative frees both agencies from the obligation, while still maintaining a high level of transit service to both campuses. This alternative also gives CCC the option to explore other solutions to their parking shortages. CCC could purchase College Semester passes from NAIPTA and sell them to



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students at a discounted rate. This program model would require CCC to evaluate its parking costs to ensure they don't disincentivize transit use.

### **FISCAL IMPACT:**

The fiscal impacts are addressed in each alternative. The crux of the issue is weighing the value of NAIPTA's services versus the value of increased ridership, while still maintaining fare equity that positions NAIPTA to develop similar programs in the future.

### **SUBMITTED BY:**

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Jacki Lenners  
Marketing Manager

### **APPROVED BY:**

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Jeff Meilbeck  
CEO & General Manager

### **ATTACHMENTS:**

None.



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**DATE PREPARED:** November 3, 2017

**DATE:** November 15, 2017

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

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

**SUBJECT:** NAIPTA Succession Plan

**RECOMMENDATION:**

Staff recommends the Board of Directors approve the succession plan.

**RELATED STRATEGIC WORKPLAN OBJECTIVE**

Guiding Principles:

- ❖ Show initiative, imagination and creativity
- ❖ View risks as opportunities

**BACKGROUND:**

NAIPTA's current CEO and General Manager has notified the Board and Staff that he will be retiring in November 2018 and stepping down from his position at NAIPTA. This change in leadership creates opportunity for NAIPTA as it does with any organization. For example, organizational culture can be assessed, institutional knowledge can be transferred, staff engagement can be maintained, and NAIPTA's next leader can join the organization in seamless, transparent, well-communicated manner. In an effort to maximize these opportunities, and minimize their corresponding risk, a succession plan and timetable are being suggested.

The one-page Succession Plan is attached for review and discussion.

**FISCAL IMPACT:**

Costs for organizational assessment, recruitment, transition training, and contract development are estimated to be roughly \$10,000. Staff will obtain competitive quotes.





**TAC DISCUSSION:**

There was a brief discussion about the likely pool of candidates, the length of the open recruitment and the cost of hiring a human resource firm to oversee the process.

**ALTERNATIVES:**

- 1) Approve Succession Plan as proposed. Recommended. Staff believe this approach is the best way to ensure a smooth transition, good communication, and a new leader for NAIPTA that meets NAIPTA's current and projected future needs.
- 2) Complete Succession Plan without Consultants. Not Recommended. Although NAIPTA would spend less money in the short term, obtaining expert, objective assistance is the best way to maximize the opportunity this transition presents and minimize the risk.

**SUBMITTED BY:**

**APPROVED BY:**

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

\_\_\_\_\_

**ATTACHMENTS:**

1. Succession Plan

-page 22





## **NAIPTA CEO and General Manager Succession Plan**

### **Purpose**

To facilitate a smooth, proactive and opportunity focused leadership transition to a new NAIPTA CEO and General Manager by November 2018

### **Approach**

- Conduct a robust and critical assessment of organizational needs, skill sets, experiences and management style required from NAIPTA's next leader.
- Engage the NAIPTA Board, the Transit Advisory Committee and NAIPTA staff team in the recruitment and selection process.
- Rely on leadership from the NAIPTA Board of Directors to define the process, initiate the effort, and see the process through to timely completion.
- Provide transition training to the NAIPTA Leadership team so they can engage in and embrace the opportunity.
- Develop and execute a basic communication plan for staff, key NAIPTA partners and interested members of the community.
- Hire an external human resource consulting firm to manage the process from the initial assessment through the signing of a contract by all parties.

### **Timeframe**

- November 2017:
  - Complete a competitive search for a recruitment firm with extensive transit experience and get them under contract.
- December 2017
  - Conduct critical assessment of organizational needs.
  - Articulate and document qualities needed in NAIPTA's new leader.
  - Develop communication plan and staff transition training plan.
- January 2018: Request Board of Directors approval of job description and organizational needs
- February 2018: Develop recruitment material
- March 2018: Open recruitment for 60 days
- May 2018: Screen applicants, conduct interviews and select finalists
- June 2018: Make offer, negotiate contract, and schedule start date.

### **Considerations:**

- The proposed timeframe is generous and could be delayed by a matter of months
- The proposed timeframe creates opportunity for a second recruitment if first is unsuccessful.
- If the timeframe is unsuccessful, the Board may appoint an interim General Manager or extend the current CEO and General Manager contract.





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## NAIPTA MEMORANDUM

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**DATE:** November 15, 2017

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

**FROM:** Anne Dunno, Capital Project Manager

**SUBJECT:** NAIPTA Job Order Contracting

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In October 2016, NAIPTA Board of Directors approved the use of City of Flagstaff's Cooperative Purchasing Agreements with Horizontal Contractors awarded under COF RSOQ 2015-28 Job Order Contracting (JOC) with individual contract values not to exceed (NTE) \$250,000 in a fiscal year. Three contracts were awarded to Achen-Gardner Construction, LLC, Kear Civil Corporation dba Eagle Mountain Construction, and Kinney Construction Services, Inc. Use of the cooperative purchase agreement was to shorten procurement phase and deliver small routine projects such as shelter pad replacements in a timely and cost efficient manner. Scheduled replacements are key to the bus stop rehabilitation program and state of good repair.

In April 2017, NAIPTA issued one task order request to all three JOC contractors for competitive pricing to provide shelter pad replacements and bus stop remediation. One contractor provided a cost proposal, and the other two contractors respectfully declined interest. The JOC cost proposal received was approximately two times higher than internal and third-party cost estimates. Subsequently, the JOC task order was cancelled and NAIPTA conducted two open public procurements for the work identified above and awarded to Woodruff Construction, a qualified vendor based on reasonable pricing.

As NAIPTA does not see the City of Flagstaff's JOC process being advantageous to NAIPTA's long-term needs, staff are reviewing procurement and contracting options that will provide flexibility for delivery of routine horizontal construction services and bring best value to NAIPTA.



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**December: BOD and TAC Strategic Policy Advance December 7<sup>th</sup>**

Adopt 5-Year Transit Plan	Erika - D/A
Revisit Guiding Principles and Mission – 5 and 10 Year Horizon	Jeff - D/A
Student Pass Sales Update	Jacki - PR

**January: TAC Meeting is Thursday, 1/4 Board Meeting is Wednesday, 1/17**

ITEMS:	WHO & WHAT:
Financial Audit	Heather - D/A
Turnover Rates and Costs Based on Turnover-Impact to Budget	Heather - D
FY2018 and FY2019 Meeting Calendar Review	Rhonda - D/A
Current Events: (Topics?)	Jeff - PR
Feb/Mar Agenda Calendar – Add to Every Agenda Packet	
Strategic Workplan – Add to Every Agenda Packet	



## **Strategic Work Plan**

### **January 2017 to June 2018**

#### **MISSION**

*Getting You Where You Want To Go*

#### **VISION**

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

#### **GUIDING PRINCIPLES**

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

#### **5 YEAR HORIZON**

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

#### **10 YEAR HORIZON**

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



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## **Strategic Work Plan**

### **January 2017 to June 2018**

#### **WORKPLAN MISSION**

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

#### **MEASUREABLE OBJECTIVES**

- Do a comprehensive update of Flagstaff's 5-year transit plan by December 2017:
  - Zero based approach to service design
  - Robust public engagement and statistically valid quantitative, feedback.
  - Focus on results and evaluate tools using performance based analysis.
  - Question all assumptions related to Bus Rapid Transit (BRT).
  - Compare at least 2 two service models, i.e. BRT and improved service delivery.
- Explore regional services and partnerships, including completion of the Winslow Transit Plan, by June 2018.
- Clarify NAIPTA's intentions for transit service outside the City of Flagstaff by developing a policy for how we will evaluate and prioritize regional service requests by December 2018.
- Defer to City leadership on City's pending 2018 Transportation Tax renewal
  - Educate City officials and public about transit's value.
  - Get NAIPTA Board approval before committing NAIPTA involvement.
  - Consider additional transit sales tax initiative by December 2017.
- Provide recommendation to Board on ways to close "First mile, last mile" gap by June 2018.
- Explore partnership opportunities with NAU on 5 Year Plan, fleet and operations while respecting the needs of each organization by June 2018.
- Establish a formal process for developer "buy in" to transit system improvements required or proposed to serve new developments.
- Establish a NAIPTA leadership succession plan by June 30, 2018.
- Update marketing plan and evaluate new ways to attract student and non-student riders by March 2018.
- Secure a grant and complete a Highway 180 Implementation Plan to reduce congestion in the Highway 180 corridor by June 30, 2018.

