



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 (“NAIPTA”) and to the general public that the Board will hold a meeting on:

Wednesday, August 21, 2019
10:00am
NAIPTA Training Room
3825 N. Kaspar Dr.
(Parking at 3773 N. Kaspar Dr.)
Flagstaff, AZ 86004

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

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

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

The agenda for the meeting is as follows:

-pages 1-4

1. CALL TO ORDER
2. ROLL CALL
3. SAFETY MINUTE





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- 4. APPROVAL OF MEETING MINUTES:
 - a. Regular Meeting 6/19/2019 -pages 5-15
 - b. Emergency Meeting 7/22/2019 -pages 16-18

5. CALL TO THE PUBLIC

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

CONSENT ITEMS:

There are no items for the consent agenda.

DISCUSSION / ACTION ITEMS:

- 6. REVIEW FINANCIAL MANAGEMENT PLAN -pages 19-21
-Heather Dalmolin, Administrative Director
The Board may provide direction, but there is no recommendation from staff at this time.
- 7. CONSIDER DEVELOPING A PROCUREMENT RESOLUTION
-Heather Dalmolin, Administrative Director -pages 22-24
Staff recommends the Board of Directors direct the NAIPTA CEO and General Manager to develop an annual Procurement Resolution for future procurement awards and contract authorizations related to the approved fiscal year budget and approved Grant Resolution.
- 8. CONSIDER DEVELOPING A DELEGATION OF AUTHORITY RESOLUTION
-Heather Dalmolin, Administrative Director -pages 25-26
Staff recommends the Board of Directors direct the NAIPTA CEO and General Manager to develop a Delegation of Authority Resolution for future agreements with partner and government agreements that do not exceed \$100,000 per fiscal year.
- 9. CONSIDER AN AGREEMENT WITH THE FLAGSTAFF DOWNTOWN BUSINESS ALLIANCE, COCONINO COUNTY, AND CITY OF FLAGSTAFF
-Erika Mazza, CEO and General Manager -pages 27-29



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Staff recommends the Board of Directors: 1) Approve entering into an agreement with the Flagstaff Downtown Business Alliance, Coconino County, City of Flagstaff for a Downtown Vision and Action Plan; and 2) Authorize execution of the Agreement, not to exceed \$20,000, by the CEO and General Manager.

10. CONSIDER THE FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION (FMPO) EXECUTIVE BOARD SEAT REQUEST -pages 30-35

-Erika Mazza, CEO and General Manager

Staff recommends the Board of Directors review and provide direction to the NAIPTA Board Chair and to the NAIPTA CEO and General Manager regarding adding NAIPTA as a member of the Flagstaff Metropolitan Planning Organization (FMPO) Executive Board.

11. REVIEW FY2020 MARKETING PLAN -pages 36-45

-Jacki Lenner, Marketing and Communications Manager

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

PROGRESS REPORTS:

12. REPORT ON FARE STRATEGIES STUDY -page 46

-Heather Dalmolin, Administrative Director

13. UPDATE ON BUS RAPID TRANSIT (BRT) PROJECT -pages 47-49

-Bizzy Collins, Transit Planner

14. SUMMARY OF CURRENT EVENTS

-Erika Mazza, CEO and General Manager

EXECUTIVE SESSION

Executive sessions are closed to the public.

The Board will consider a motion to convene an executive session pursuant to A.R.S. § 38-431.03(A)(1), (3), (4) and (7) for the following purposes:

1. CEO Performance Review ARS. 38-431.03(A)(1) and (4).
2. Discussion and consultation with NAIPTA's attorney for legal advice and with NAIPTA's attorney and designated representatives of NAIPTA in order to consider its position and instruct its representatives regarding negotiations for the purchase of real property. ARS 38-431.03(A)(3), (4) and (7).



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

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

- September/October Working Agenda -page 50
- Strategic Workplan -pages 51-52

The next Board meeting will be September 18, 2019 and will be a WebEx meeting based in Flagstaff in the NAIPTA Training Room, 3825 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. Parking will be available at 3773 N. Kaspar Dr. The public is invited to attend. September agenda items will include but not be limited to Winslow IGA, SEAGO (Southeastern Arizona Governments Organization) IGA, Bus Procurement, AECOM Update, Transit Guidelines, Mountain Line Brand, Fare Study Update, Annual Safety Report and a possible Executive Session for the CEO and General Manager Contract and Real Estate Discussion. The September agenda will be available for review on NAIPTA’s website and at NAIPTA’s public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

15. ADJOURNMENT



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Board of Directors Minutes for Wednesday, June 19, 2019

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, June 19, 2019 at 10:00 am in the NAIPTA Training Room, 3825 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 Chair/Acting Chair) City Councilor, City of Flagstaff;
Jim McCarthy, City Councilor, City of Flagstaff;
Emily Allen, Assistant Vice President of Community Relations, NAU, alternate, arrival at approximately 10:14am;
Steve Peru, Chief Development and Government Relations Officer, CCC, designee;
Art Babbott, Board of Supervisors, Coconino County, left at approximately 11:44am;
Austin Aslan, City Councilor, City of Flagstaff, alternate, (WebEx), joined at approximately 10:15am;

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

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

BOARD MEMBERS EXCUSED:

Joanne Keene, (Secretary), Executive Vice President and Chief of Staff, NAU;
Matt Ryan, Board of Supervisors, Coconino County, alternate;
Colleen Smith, President, CCC;
Adam Shimoni, Vice Mayor, City of Flagstaff, alternate

NAIPTA STAFF IN ATTENDANCE:

Erika Mazza, CEO and General Manager;
Heather Dalmolin, Administrative Director;
Jim Wagner, Operations Director;
Kate Morley, Development Director;
Jacki Lenners, Marketing and Communications Manager;
Jon Matthies, IT Manager;
Lauree Battice, Business Manager;





Anne Dunno, Capital Project Manager, arrival at approximately 10:27am;
Sam Short, Safety Manager, left at approximately 10:29am;
Estella Hollander, Mobility Planner, left at approximately 11:13am;
Rhonda Cashman, Executive Assistant and Clerk of the Board

GUESTS PRESENT:

Mark Lindley, Senior Vice President-Construction, McGrath Real Estate Partners, left at approximately 10:40am;
Barrett Kirk, Chief Investment Officer, McGrath Real Estate Partners, left at approximately 10:40am;
Tim Nelson, Transit Manager, City of Winslow, left at approximately 11:13am;
Paul Ferris, Community Development Director, City of Winslow, left at approximately 11:13am;
John Barkley, City Manager, City of Winslow, arrival at approximately 10:27am, left at approximately 11:13am;
Tod Morris, Mobility Management Planner, Northern Arizona Council of Governments (NACOG);
J.R. Murray, General Manager; Arizona Snowbowl, arrival at approximately 10:13am;
John Stigmon, Executive Director, Economic Council or Northern Arizona (ECoNA)

1. CALL TO ORDER -Vice Chair Whelan called the meeting to order at 10:01am.
2. ROLL CALL
3. SAFETY MINUTE

Mr. Short reported on water safety as related to families and children.

4. APPROVAL OF THE JOINT MEETING MINUTES 5/15/2019

Director Peru moved to approve the May 15, 2019 joint meeting minutes. Director McCarthy seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Jamie Whelan	X	
Jim McCarthy	X	
Steve Peru	X	
Emily Allen	X	
Art Babbott	X	

5. CALL TO THE PUBLIC

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





DISCUSSION / ACTION ITEMS:

6. FY2020 MEETING CALENDAR REVIEW

-Rhonda Cashman, Executive Assistant and Clerk of the Board

Staff recommends the Board of Directors review and provide direction regarding the FY2020 meeting dates.

Ms. Cashman stated the TAC January meeting is in question due to the holiday week. The TAC requested to check back in October regarding member availability for the January meeting. The Board may have a conflict in March due to Spring Break. The next calendar review is scheduled for January 2020. There was no discussion or changes proposed at this time.

7. CONSIDER THE FY2020 PROPOSED BUDGET

-Heather Dalmolin, Administrative Director

Staff recommends the Board of Directors approve the FY2020 Proposed Budget for a total expense budget of \$44,200,882, operating of \$9,631,755 and capital of \$34,569,127.

Ms. Dalmolin reviewed a PowerPoint Presentation with the Board. The slides showed the budget request by program with the percentage change. Expenses were attributed to an increase of 4000 service hours for Mountain Line, Winslow service and a potential doubling of Mountain Express service. The Total Operating Budget has a 10 percent increase due to employee related benefit cost increases, two new operator positions to offset overtime, as well as fuel, tires and parts cost increases. Mountain Express Service and Winslow Service is accounted for in the budget, but their service will be fully funded by Arizona Snowbowl and the City of Winslow. The Transit Tax Budget reflects an 18 percent increase due to deferred projects. The recommended Pay Plan was explained in detail, including both base building and one-time bonus elements. The FY2019 Pay Plan was implemented per the market study and then immediately frozen. A new market study will be done in FY2020 due to the upcoming increase in the minimum wage to \$15 per hour, which will create wage compression issues. NAIPTA's Pay Plan has taken into account transit peers as well as local peers. We have five positions on step tables and everyone else is in pay ranges. The five-year fund balance slide showed a sustainable trend. There was a question about service changes. Ms. Mazza noted the service changes are being done with no new funding per the scenarios presented in the 5-Year Plan. If new funding is received in the future, then increased frequency would be implemented. There is a lull in ridership when we don't do more. We know what the community wants, so there is more work to be done. We need to think about alternatives to a new sales tax. Vice Chair Whelan read the recommendation. Director Babbott so moved. Director McCarthy seconded. All approved, none opposed. Motion carried.





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NAME	YES VOTE	NO VOTE
Jamie Whelan	X	
Jim McCarthy	X	
Steve Peru	X	
Emily Allen	X	
Art Babbott	X	

8. CONSIDER AN ECOPASS CONTRACT AND DONATION TO NAIPTA'S DISCOUNTED PASS PROGRAM

-Erika Mazza, CEO and General Manager

Staff recommends the Board of Directors: 1) Authorize NAIPTA CEO and General Manager to enter into a contract with McGrath Real Estate Partners to establish an Ecopass program, and 2) Accept their financial donation to benefit NAIPTA's Discounted Pass Program.

Ms. Mazza welcomed our guests from McGrath Real Estate Partners. She referenced the site on a map on screen. It is the old Jeld Wen window site on Butler Avenue. This is a well-served area for transit with Mountain Line Routes 3 and 7 along the Butler corridor and Routes 4 and 14 along the Lone Tree corridor. In the development process, McGrath Real Estate Partners is interested in offering a transit pass to all of its residents for a period of five years. NAIPTA is embarking on a Fare Study and we really don't have a mechanism in place for residential passes right now. The Board has challenged staff to find new revenue sources. She reviewed the alternatives with the Board. The ecopass structure could be used short term until we have more information from the fare study. The recommendation is to negotiate an ecopass contract and accept their donation to our Discounted Pass Program for our most vulnerable population. There was substantial discussion about how the pass would be offered, if the housing development included some affordable housing units and if there are unintended consequences related to the budget or farebox. There was a suggestion to look at transit as a utility; the value and cost is not the same across the system. This would be the first agreement of this kind for NAIPTA. Director Babbott moved to approve this item as recommended. Director Peru seconded. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Jamie Whelan	X	
Jim McCarthy	X	
Steve Peru	X	
Emily Allen	X	
Art Babbott	X	

9. CONSIDER FY2020 TASK ORDERS TO AECOM TECHNICAL SERVICES, INC.

-Kate Morley, Development Director



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Staff recommends the Board of Directors authorize NAIPTA CEO and General Manager to redistribute prior approved FY2019 Task Order valuation carry over of \$2,136,224 and assign new FY2020 valuation of \$130,642 and related Task Orders to AECOM Technical Services, Inc.

Ms. Morley shared a PowerPoint presentation with the Board. The chart of Task Orders was shown on screen. The Bus Rapid Transit (BRT) is close to starting public outreach efforts. The Downtown Connection Center (DCC) will also require public outreach. The Transit Guidelines are moving along well. The fourth leg of the Milton/Route 66 intersection into Northern Arizona University (NAU) traffic impacts study is going well. The Bus Stop Amenities first opportunity under this task order is coming with the new bus stop on Huntington. The fourth leg of the Kaspar/Route 66 intersection project management will be done by AECOM to keep the project moving forward. The City no longer has the staff capacity to do the project management for this project as previously committed. We need to show progress on the grant, and we would like the construction to be done next summer. We will go out to bid for the construction piece of this project. Director Peru moved to approve this item as presented. Director Allen seconded. Director Babbott requested a check-in with the Board before moving beyond 30 percent design on the DCC. He supported going out to bid for the Kaspar project construction. Ms. Mazza noted a hard-bid process will be done for the BRT and DCC. There are already lots of inquiries coming in. These projects will continue to be brought forward to the Board. Vice Chair Whelan thanked Deputy City Manager Dille and Ms. Mazza for the time spent looking at the activities that go on at the proposed DCC location. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Jamie Whelan	X	
Jim McCarthy	X	
Steve Peru	X	
Emily Allen	X	
Art Babbott	X	

10. CONSIDER THE CITY OF WINSLOW REGIONAL SERVICE REQUEST

-Kate Morley, Development Director

Staff recommends the Board of Directors approve the City of Winslow’s Regional Service Request for the establishment and operation of a commuter bus route between Flagstaff and Winslow.

Ms. Morley introduced Winslow, ECoNA and NACOG staff. She reviewed the history of collaboration between Winslow and NAIPTA involving the Winslow Transit Plan and a successful grant award. The City of Winslow has sought to collaborate with other transit providers, such as Hopi Senom, Navajo Transit and others without success. Ms. Morley reviewed the policy questions for regional service requests. The cost will be approximately \$147 per hour, due to high mileage. All direct and indirect costs are to



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be paid by the requesting agency. This request does meet NAIPTA's vision, mission and guiding principles. Staff agreed they can meet all existing commitments and she noted impacts to all departments. All estimated costs are included in the per hour cost. The Winslow City Council is committed, and they signed a resolution committing financial resources to transit. The current Council cannot obligate future councils to fund the program. There is some level of risk involved regarding the City of Winslow continuing to provide local match for future grant cycles. NAIPTA could look to a different partner to fund the local match or eliminate service. There are indirect benefits to our partner agencies in transporting passengers to Flagstaff for shopping, medical appointments and educational opportunities. Next steps are to develop an IGA. There are options to consider: whether to run the service similar to Mountain Express or to change the agency boundaries and offer membership. A lengthy discussion ensued. Staff was asked to reflect on experiences when working with Sedona, Cottonwood and Yavapai County. Board members shared their support. This could be a great opportunity but asked to evaluate what the challenges might be. Staff received praise for being forward-thinking. This is an important long game related to the housing and employment continuum. The City and County have restraints; appreciative of Winslow and NAIPTA stepping up. Vice Chair Whelan thanked Mr. Morris, from NACOG, for being present and his work on the regional transit outlook. She was sure the pros and cons have been considered. She is excited about this opportunity. Mr. Berkley, Winslow City Manager, expressed his appreciation for the Board's consideration and the work Ms. Mazza and Ms. Morley have done. He commented on becoming a presence in Northern Arizona with multimodal capabilities, they will challenge NAIPTA to get people on the bus from Flagstaff and embrace the brand. Mr. Nelson, from Winslow, thanked NAIPTA staff for stepping up to make something happen. He noted that funding was received for a medium duty bus, but since the commute is so significant, a heavy-duty bus would be better. The City of Winslow can contribute additional funds for this type of bus, if additional grant funds are not received. Ms. Morley reported the route will start with two roundtrips; one in the morning and one in the evening. The hope is to add runs and reduce costs, as administrative costs would be distributed over more runs. There is support for a stop at Twin Arrows as well. There was also a suggestion to look at the opportunity of linking this service with vanpools. Mr. Morris commented that he presented on the NACOG Transportation Plan last October which was representative of Coconino, Navajo and Apache counties. I-40 was the primary connector in this long-term plan and this commuter service will help to serve many. Director Babbott moved to approve the regional service request as presented. Director McCarthy seconded. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Jamie Whelan	X	
Jim McCarthy	X	
Steve Peru	X	
Emily Allen	X	
Art Babbott	X	



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11. CONSIDER THE FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION (FMPO) EXECUTIVE BOARD SEAT REQUEST

-Erika Mazza, CEO and General Manager

Staff recommends the Board of Directors review and provide direction to the Acting NAIPTA Board Chair and to the NAIPTA CEO and General Manager regarding adding NAIPTA as a member of the Flagstaff Metropolitan Planning Organization (FMPO) Executive Board.

Ms. Mazza pointed out that two members of the FMPO Executive Board were present at the meeting: Supervisor Art Babbott and Councilmember Jim McCarthy. NAIPTA Board Vice Chair Jamie Whelan received a letter from the FMPO Board Chair, Art Babbott regarding FMPO Executive Board membership in mid-May. The FMPO Executive Board make up was reviewed. NAIPTA and the FMPO enjoy a level of collaboration. NAIPTA is a recipient of federal funds needed for the transit component. Quorum conflicts were noted, as well as possible conflicts with NAIPTA staff participation on legislative asks. Ms. Mazza reviewed the alternatives preceding a lengthy discussion. Board members agreed the Management Committee is important at the staff level and the Executive Board should compel that group to be active. The consensus was to table this item to the August or September Board meeting for a decision. Director Babbott stated he would further discuss concerns with the FMPO Executive Board.

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.

12. CONSIDER FIRST AMENDMENT TO THE 2016 INTERGOVERNMENTAL AGREEMENT (IGA) WITH THE CITY OF FLAGSTAFF

-Heather Dalmolin, Administrative Director

Staff recommends the Board of Directors: 1) Approve entering into the First Amendment to the 2016 intergovernmental agreement (IGA) with the City of Flagstaff for project management service related to the NAIPTA Kaspar Intersection project and 2) Authorize execution of the Amendment by the CEO and General Manager.

13. CONSIDER THE FY2020 COLLECTIVE GRANT RESOLUTION AND THE FY2020-FY2024 TRANSIT PROGRAM FROM THE TRANSPORTATION IMPROVEMENT PROGRAM

-Heather Dalmolin, Administrative Director

Staff recommends the Board of Directors: 1) Approve the FY2020 Collective Grant Resolution for federal and state transit grant applications and subsequent executions





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as necessary to support transit programs within the 5-year financial plan; and 2) Approve the Transit Program from the FY2020-FY2024 regional Transportation Improvement Program.

14. CONSIDER RENEWAL OF NAIPTA LIABILITY INSURANCE FOR FY2020

-Heather Dalmolin, Administrative Director

Staff recommends the Board of Directors approve the purchase of general liability, auto liability, and excess coverage insurance from Aon Risk Services, Inc. at a cost not to exceed the budgeted funds of \$346,497.

15. CONSIDER RENEWAL OF LINE OF CREDIT FROM WELLS FARGO FOR \$500,000

-Heather Dalmolin, Administrative Director

Staff recommends the Board of Directors authorize NAIPTA CEO and General Manager to renew and activate the Wells Fargo credit line in an amount of up to \$500,000 to provide cash flow assistance if necessary, to meet cash flow commitments during Fiscal Year 2019-2020.

16. CONSIDER AN UPDATED PERSONNEL POLICY MANUAL

-Heather Dalmolin, Administrative Director

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

Ms. Mazza requested item 12 be pulled since the City of Flagstaff has withdrawn from project management services related to the Kaspar Intersection due to insufficient staffing capacity. Ms. Dalmolin requested item 13 be pulled for separate consideration due to a change. Director Babbott requested item 15 be pulled for separate consideration. Director Babbott moved to approve items 14 and 16 as part of the consent agenda; renewal of liability insurance and the updated personnel policy manual. Director Peru seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Jamie Whelan	X	
Jim McCarthy	X	
Steve Peru	X	
Emily Allen	X	
Art Babbott	X	

Item 13 – Ms. Dalmolin explained the Transportation Improvement Program Table has been amended and updated by staff. The format was changed from a vertical to horizontal chronological view to match the FMPO format. The DCC project is now listed with the funded portion on Line 5 and the unfunded portion on line 12. By listing the unfunded portion of the project now, we can process an administrative amendment quickly when funding is received to keep the project moving forward; otherwise, a much longer amendment process involving the



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Federal Transit Administration (FTA) and the Federal Highway Administration (FHA) would be required. Director Babbott moved to approve the Grant Resolution and the Transit Program from the FY2020-FY2024 Transportation Improvement Program as presented. Director Allen seconded. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Jamie Whelan	X	
Jim McCarthy	X	
Steve Peru	X	
Emily Allen	X	
Art Babbott	X	

Item 15 – Director Babbott asked if there were any changes from last year. Ms. Dalmolin explained Wells Fargo was chosen based on a competitive process and she outlined the services used from Wells Fargo. There was a question posed about moving to Alliance Bank. Ms. Dalmolin stated Alliance Bank did not respond. Director Babbott moved to approve the line of credit as recommended. Director Peru seconded. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Jamie Whelan	X	
Jim McCarthy	X	
Steve Peru	X	
Emily Allen	X	
Art Babbott	X	

PROGRESS REPORTS:

17. REPORT ON FARE STRATEGIES STUDY

-Heather Dalmolin, Administrative Director

Ms. Dalmolin shared the timeline for this study. The first technical memorandum is expected by June 30th and the second by the end of July. The recommended implementation plan should be received by August 30th. Changes desired by staff and Board will be determined and then a public process will be initiated, if needed. The final report should be available for Board consideration in September.

18. MOUNTAIN EXPRESS CLOSE OUT / SURVEY RESULTS

-Jacki Lenner, Marketing and Communications Manager

Ms. Lenner reviewed a PowerPoint presentation with the Board. J.R. Murray, from Arizona Snowbowl was in attendance. A survey was done this year. A survey was not done last year due to the lack of winter weather. The survey was done by mail and had a high response rate. There must be pent up frustration. This is really the first



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opportunity for many residents to provide feedback. There is a big difference between perception and reality, based on the data. Litter and illegal parking enforcement are common themes from comments. Respondents noted some improvements in coordination efforts. There seems to be a frustration with Sechrist School year around as well. The bottom line is that it is still more convenient to use a personal vehicle. Mr. Murray was pleased that the survey was done. People want to share their views and people will feel better about being able to do so. He stated he is not surprised by the results. Director Peru stated he liked the analogy of transit as a utility. If people don't live there, they try to avoid Highway 180, public agencies collaborate on a solution, it is a distribution-wide highway problem, what is our capability as an organization? There will come a point where we can do no more. Ms. Lenners noted the Arizona Department of Transportation (ADOT) is still working on their study. There will still be backups on Milton at Humphreys before getting to Highway 180. Director Allen stated she was pleasantly surprised because she was warned. She did not get the survey. Mountain Express isn't really helpful for Cheshire residents. Mountain Express saw record ridership and high use of the Park and Ride at Flagstaff High School. Flagstaff Unified School District was recognized for their contribution at one of their public meetings. The lot was at capacity a few times. More parking options are being considered for next year.

19. NEVER RIDER SURVEY RESULTS

-Jacki Lenners, Marketing and Communications Manager

Ms. Lenners shared a PowerPoint presentation with the Board. The Never Rider Survey was last done in 2014. NAU students were purposefully excluded from this survey. If a person rode the bus in the last 30 days, they were disqualified from participating in the survey. This survey was important to do following our loss in the last election. Our biggest competition is the personal vehicle. Barriers to ridership were mentioned. Ms. Mazza stated a bus stop is sometimes too far from home or work. There are probably some untapped neighborhoods. Ms. Lenners noted the FMPO does a trip diary survey that indicates mode share. Some respondents reported transit service is important to someone they know. The willingness to ride was positive. Motivators for ridership can be used for planning. Director McCarthy asked to have a bike rack available at bus stops. A positive awareness of Mountain Line was noted, no matter how respondents voted.

20. SUMMARY OF CURRENT EVENTS

-Erika Mazza, CEO and General Manager

Ms. Mazza provided the following updates:

- Our first Mountain Line graduation was held for operators that received their Commercial Driver's License (CDL) and family members were included. We will continue this practice.
- Congressman O'Halleran visited on Saturday, June 1st.





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- She and Ms. Dalmolin participated in the American Public Transportation Association (APTA) Small Operations Fly-in in Washington, D.C. They attended lots of meetings on Capitol Hill.
- The Bus and Bus Facilities grant is due this week. NAIPTA has received a joint Senate support letter.
- In partnership with NAIPTA, Director Peru submitted a grant application to the Arizona Community Foundation for funds to buy bus passes for Coconino Community College (CCC) students in need.
- Other grant application submissions include the ADOT Capital grant in partnership with Northern Arizona University (NAU) and a Mobility Sandbox grant.
- All NAIPTA Staff now have email accounts.
- Thank you to the City Streets department for communicating construction updates.
- A Bus Rapid Transit (BRT) Stakeholder Workshop was held yesterday. Our FTA Project Manager from Washington, D.C., Susan Eddy, will be here on-site on August 8th.

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

May/June Working Agenda

Strategic Workplan

The next Board meeting will be August 21, 2019 and will be a WebEx meeting based in Flagstaff in the NAIPTA Training Room, 3825 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. Parking is available at the main office: 3773 N. Kaspar Drive. The public is invited to attend. August agenda items will include but not be limited to the Financial Management Plan #5-#10, Procurement Resolution, Delegation of Authority Resolution, Fare Strategies Update, Marketing Plan, and an Update on the Bus Rapid Transit (BRT). The August 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.

17. ADJOURNMENT -Vice Chair Whelan adjourned the meeting at approximately 12:21pm.

Jamie Whelan, Vice Chair of the NAIPTA Board of Directors

ATTEST:

Rhonda Cashman, Clerk of the Board



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Board of Directors Minutes for Monday, July 22, 2019

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 Emergency Session on Monday, July 22, 2019 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 (Chair), City Councilor, City of Flagstaff;
Steve Peru (Vice Chair), Chief Development and Government Relations Officer, CCC, designee, (WebEx);
Joanne Keene, (Secretary), Executive Vice President and Chief of Staff, NAU, (WebEx);
Jim McCarthy, City Councilor, City of Flagstaff, (WebEx), joined at approximately 4:30pm;
**Three of our five Board member seats must be present to constitute a quorum.*
***The City of Flagstaff holds two seats.*

BOARD MEMBERS EXCUSED:

Art Babbott, Board of Supervisors, Coconino County;

NAIPTA STAFF IN ATTENDANCE:

Erika Mazza, CEO and General Manager, (WebEx);
Heather Dalmolin, Administrative Director;
Jon Matthies, IT Manager;
Rhonda Cashman, Executive Assistant and Clerk of the Board

GUESTS PRESENT:

Austin Aslan, City Councilor, City of Flagstaff, alternate, (WebEx)

1. CALL TO ORDER -Chair Whelan called the meeting to order at 4:27pm.
2. ROLL CALL





DISCUSSION / ACTION ITEMS:

3. CONSIDER AN INTERGOVERNMENTAL AGREEMENT (IGA) WITH COCONINO COUNTY FOR EMERGENCY EVACUATION ASSISTANCE

-Heather Dalmolin, Administrative Director

Staff recommends the Board of Directors: Approve an intergovernmental agreement (IGA) by and between NAIPTA and Coconino County for providing emergency evacuation assistance during the Museum Fire.

Ms. Dalmolin reported NAIPTA and the County have been working on this type of agreement and knew it was needed. This IGA is specific to the Museum Fire. Our agencies will continue to work toward a long-term agreement for future preparedness. Secretary Keene, Director McCarthy and Vice Chair Peru all stated their support for this agreement and NAIPTA efforts to assist in this critical situation. Ms. Mazza thanked Board members for being in attendance on short notice and conveyed her appreciation to all NAIPTA partners for their efforts during this crisis. Chair Whelan thanked everyone for their support. Secretary Keene moved to approve the IGA as presented. Director McCarthy seconded. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Jamie Whelan	X	
Steve Peru	X	
Joanne Keene	X	
Jim McCarthy	X	

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

The next Board meeting will be August 21, 2019 and will be a WebEx meeting based in Flagstaff in the NAIPTA Training Room, 3825 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. Parking is available at the main office: 3773 N. Kaspar Drive. The public is invited to attend. August agenda items will include but not be limited to the Financial Management Plan #5-#10, Procurement Resolution, Delegation of Authority Resolution, Fare Strategies Discussion, Marketing Plan, Update on the Bus Rapid Transit (BRT) and a possible Executive Session for the CEO and General Manager Performance Review and Real Estate Discussion. The August 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.

- 17. ADJOURNMENT** -Chair Whelan adjourned the meeting at approximately 4:33pm.





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Jamie Whelan, Vice Chair of the NAIPTA Board of Directors

ATTEST:

Rhonda Cashman, Clerk of the Board



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DATE PREPARED: August 13, 2019

MEETING DATE: August 21, 2019

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, Administrative Director

SUBJECT: Review Financial Management Plan

RECOMMENDATION:

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

RELATED STRATEGIC WORKPLAN OBJECTIVE

Guiding Principles:

- ❖ Be fiscally responsible and responsive to changing demographics
- ❖ Collaborate to enhance service delivery
- ❖ Strive for continuous improvement in all we do
- ❖ Be trustworthy and dependable

BACKGROUND:

In late 2018, staff was asked to bring a review of Financial Management policies to the Board as a refresher on what guidelines and policies exist for making financial decisions.

The Board of Directors identified a need for a Financial Management Plan (the Plan) in 2009 to capture in one place and inform the Board of NAIPTA's financial practices. The Plan was developed by staff and incorporated a combination of industry peer and local agency input on best practices. The primary goals of the Plan were to ensure NAIPTA is protected against unnecessary risks while creating organizational transparency for decision making regarding financial activity. The Board of Directors adopted the proposed policies in 2011. The policies were later reviewed and revised in 2015. Staff uses these policies to complete financial functions and reporting.

There are 10 sections to the Financial Management Plan:

- ❖ Section 1: Revenue Management
Revenue Management provides direction on how revenues from NAIPTA's three major sources will be managed to provide maximum service value to our partners. This section also informs staff on how the NAIPTA General Fund will be used.
- ❖ Section 2: Cash and Investments
Cash and Investments defines how and when cash can be invested and identifies treasury services for NAIPTA.





- ❖ Section 3: Reserves
Reserves describes fund balance standards and requirements.
- ❖ Section 4: Cost Allocation and Sharing
Cost Allocation and Sharing provides direction on how expenses are to be attributed to and shared between NAIPTA's programs, allocated or indirect costs.
- ❖ Section 5: Operating Budget and Compensation Philosophy
Operating Budget and Compensation Philosophy defines the standards to be used by NAIPTA to set and track the operating budget, including salary and wage budget.
- ❖ Section 6: Capital Improvement Plan
Capital Improvement Plan is the methodology to be used for prioritizing capital projects within available funding and as needed for meeting service goals.
- ❖ Section 7: Asset Management
Asset Management establishes guidelines for ensuring assets are tracked, maintained and used for full useful life.
- ❖ Section 8: Debt Management
Debt Management prescribes and informs decisions to use debt services for planned capital improvements as well as capital outlay.
- ❖ Section 9: Accounting, Auditing, and Financial Reporting
Accounting, Auditing, and Financial Reporting provides direction on the requirements of NAIPTA's accounting system and sets expectations for reporting.
- ❖ Section 10: Risk Management
Risk Management defines NAIPTA's risk management efforts.

Staff reviewed section one thru four with the TAC and Board in February 2019. This report will conclude the review and staff will begin the process of updating the plan to replace outdated information, incorporate feedback and suggestions, and update information as necessary for policy or funding changes at federal and local level, including fare policies. The individual policies will be brought back for further discussion and action by the Board.

TAC DISCUSSION:

Transit Advisory Committee Member Wessel suggested that as the Financial Management Plan is updated to include how we look at service planning from a risk standpoint, we should include cost projections and sustainability of revenues. It was also suggested that route and service changes be more clearly identified as well as emergency response and planning efforts. Staff will include these ideas and suggestions in next steps to improve and update the Financial Management Plan.

FISCAL IMPACT:

Development of Financial Management Plan and policies has no adverse impact and has the potential of reducing financial risks.





SUBMITTED BY:

APPROVED BY:

Heather Dalmolin
Administrative Director

Erika Mazza
CEO and General Manager

ATTACHMENTS:

- 1) Financial Management Plan, updated February 19, 2015 -separate from packet



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DATE PREPARED: August 13, 2019

MEETING DATE: August 21, 2019

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, Administrative Director

SUBJECT: Consider Developing a Procurement Resolution

RECOMMENDATION:

Staff recommends the Board of Directors direct the NAIPTA CEO and General Manager to develop an annual Procurement Resolution for future procurement awards and contract authorizations related to the approved fiscal year budget and approved Grant Resolution.

RELATED STRATEGIC WORKPLAN OBJECTIVE:

Guiding Principles:

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

5 Year Horizon:

- ❖ Establish financial policies and seek revenue sources to maintain fiscal strength.
- ❖ Build cooperative relationships regionally to expand and enhance NAIPTA's positive impact.

BACKGROUND:

The Board of Directors adopted and updated NAIPTA's procurement policies in October of 2017. These policies are used to guide all activities related to the use of public funding, i.e. transit funding, for goods and services necessary to support provision of public transit in and around NAIPTA's service area. The policy delegates Board authority to the CEO and General Manager for award of procurements and authorization of contracts of less than \$100,000 while retaining authority with the Board for procurements and contracts of \$100,000 or greater. These authorizations result in large procurements being presented to the Board for consideration and approval on a regular basis, and results in Board action being required for all amendments that change the contract by more than \$20,000 or 15%. As the Board meets only once monthly, these requirements can create some challenges for staff and/or delays in projects while work is paused to await Board action.

Under the provisions of the Intergovernmental Public Transportation Authority (IPTA) language of the Arizona Revised Statutes, the NAIPTA Board of Directors may further delegate the responsibilities related to procurement and contracts to the CEO and General Manager. This delegation could provide staff with an option that allows for more timely consideration of awards, contracts, and changes. Another benefit would be preservation of limited Board Meeting time for in depth and broad policy and strategy discussions.



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If the Board is interested in staff developing a Procurement Resolution, staff can move forward to create the recommended resolution to authorize the CEO and General Manager to act on behalf of the Board. Staff would then bring the procurement resolution to the Board of Directors annually, supported by a list of related project list that are already in the approved fiscal year budget, the long-term financial plan, and the associated fiscal year Grant Resolution. These tools ensure the Board continues to be informed of projects and approves of funding necessary to award procurements and authorize the contract.

Any procurement decisions that are high impact to the community, protested or appealed, or considered controversial will be brought before the Board of Directors for formal action including making determination of any protest or appeal.

Staff will continue to provide detailed project updates, including contract or procurement decisions, at the next regular occurring Board Meeting in order to engage the Board in discussion of projects as a whole.

TAC DISCUSSION:

The Transit Advisory Committee supported the recommendation of staff to seek the Board's interest in the described resolution. Several members commented that keeping the Procurement Resolution tied to budget and capital plans is key to mitigating risks, suggesting that the resolution is another important element to include in Risk Management section of Financial Management Plan.

ALTERNATIVES:

- 1) **Direct staff to develop a Procurement Resolution (recommended):** This resolution is in line with allowances under NAIPTA's procurement policies and the State rules for an IPTA and allows for staff to be responsive and agile to timely award and action on procurements. Development of the Resolution will afford the NAIPTA Board an opportunity to comment on the process and provide further consideration of this approach.
- 2) **Do not direct staff to develop a Procurement Resolution (not recommended):** This alternative is not recommended as then each procurement of \$100,000 or more will continue to need to be timed accordingly to Board meetings and as such may cost staff and projects time.

FISCAL IMPACT:

There is no fiscal impact directly related to the development of the resolution. The resolution is expected to offer the opportunity to process procurements and related contracts in a more efficient manner while creating an opportunity to be timely in engaging contractors on projects. Each procurement will require support from the annual approved budget and be named in the 10-year financial plan.

APPROVED BY:

Heather Dalmolin, Administrative Director

Erika Mazza, CEO and General Manager



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ATTACHMENTS:

None.



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DATE PREPARED: August 13, 2019

MEETING DATE: August 21, 2019

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, Administrative Director

SUBJECT: Consider Developing a Delegation of Authority Resolution

RECOMMENDATION:

Staff recommends the Board of Directors direct the NAIPTA CEO and General Manager to develop a Delegation of Authority Resolution for future agreements with partner and government agreements that do not exceed \$100,000 per fiscal year.

RELATED STRATEGIC WORKPLAN OBJECTIVE:

Guiding Principles:

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

5 Year Horizon:

- ❖ Establish financial policies and seek revenue sources to maintain fiscal strength.
- ❖ Build cooperative relationships regionally to expand and enhance NAIPTA's positive impact.

BACKGROUND:

Historically, staff has treated agreements with partners and other public agencies as having the same requirements of procurement contracts; bringing agreements with a value of \$100,000 or more to the Board for approval. NAIPTA's procurement policies as adopted in October of 2017 delegates authority to the CEO and General Manager to approve contracts of less than \$100,000, while retaining authority for the Board to approve contracts of \$100,000 or greater. Recently, due to nature of many of these agreements, and the implication of those agreements on the relations with our partners and other public agencies, we changed that strategy and began bringing all of these type of agreements to the Board for consideration and approval.

Due to recent activity with some of our partners and other public agencies or non-profits, we have had the opportunity to review several varying agreements with the Board. These agreements range from a Memorandum of Understanding (MOU) with zero-dollar valuation and a Licensing Agreement with \$1.00 valuation to Intergovernmental Agreement with \$20,000 valuation and Service Agreement with \$88,000 valuation. These opportunities have provided a chance to evaluate the change in process and the value of the change. While the change ensures Board review of all agreements and the associated commitments, it has resulted in small or non-substantive agreements taking space and time during monthly meetings. We are interested in respecting time and interest of our Board members, bringing items that are of significant interest and provide for Board engagement, and as such would like to recommend the Board take formal action to delegate signature authority to the CEO and General Manager. Most of these small



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agreements support our mission and our relations with partners without risk to our business. Additionally, the agreements would include a commitment of funds that does not exceed the limit as defined in our procurement policies. The CEO and General Manager will continue to provide updates on these agreements and the relationship established at the next available Board meeting.

As with other Resolutions recommended by staff, this Resolution increases our ability to be agile in responding to our partners.

TAC DISCUSSION:

The Transit Advisory Committee supported the recommendation of staff to seek the Board's interest in the described resolution. Several members commented that this type of resolution should aid in timeliness of many types of agreements, affording us the opportunity to be effective and efficient in executing agreements.

ALTERNATIVES:

- 1) **Direct staff to develop a Delegation of Authority of Resolution (recommended):** This resolution is with our approach to be responsive and agile in meeting needs of our partners and other public agencies in low risk and low contractual cost commitment situations. Development of the Resolution will afford the NAIPTA Board an opportunity to comment on the process and provide further consideration of this approach.
- 2) **Do not direct staff to develop a Delegation of Authority Resolution (not recommended):** This alternative is not recommended as agreement would then need to be timed accordingly to Board meetings and as such we may miss out on opportunities and or delay access to necessary federal funding.

FISCAL IMPACT:

There is no fiscal impact directly related to the development of the resolution. The resolution is expected to offer the opportunity to process agreements in a more efficient manner while creating an opportunity to be more agile.

APPROVED BY:

Heather Dalmolin, Administrative Director

Erika Mazza, CEO and General Manager

ATTACHMENTS:

None.



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DATE PREPARED: August 13, 2019

MEETING DATE: August 21, 2019

TO: Honorable Chair and Members of the Board

FROM: Erika Mazza, CEO and General Manager

SUBJECT: Consider an Agreement with the Flagstaff Downtown Business Alliance, Coconino County, and City of Flagstaff

RECOMMENDATION:

Staff recommends the Board of Directors: 1) Approve entering into an agreement with the Flagstaff Downtown Business Alliance, Coconino County, City of Flagstaff for a Downtown Vision and Action Plan; and 2) Authorize execution of the Agreement, not to exceed \$20,000, by the CEO and General Manager.

RELATED STRATEGIC WORKPLAN OBJECTIVE:

Guiding Principles:

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

5 Year Horizon:

- ❖ Apply imagination, creativity, and innovation to improve the service we deliver.
- ❖ Build cooperative relationships regionally to expand and enhance NAIPTA's positive impact.

BACKGROUND:

Due to the development and relocation of Mountain Line's Downtown Connection Center, the Downtown Business Alliance Executive Director, Terry Madeksza requested NAIPTA's participation in the creation and development of a Downtown Vision and Action Plan. The partnering agencies will hire a qualified consultant to create a Downtown Vision and Action Plan through a collaborative process. Focus areas for the Vision and Action Plan include, but are not limited to, zoning impacts on land use and development opportunities; potential redevelopment and the desired built environment; historic preservation priorities and standards; local business development and support; economic development opportunities; parking, public infrastructure, transportation and connectivity; and the addition and activation of civic/community spaces. The development of the Downtown Vision and Action Plan is intended to take between 12 and 18 months to complete, and the project will be managed by an Advisory Committee made up of representatives from each of the partnering agencies.

The Downtown Vision and Action Plan is intended to provide guidance and implementation strategies for changing conditions within the downtown related to land use, economic development, and transportation. The geographic study area will include Butler Avenue to the south, Dale Avenue to the north, Elden Street to the east and Milton Road/Sitgreaves Street to the west. These boundaries may change based on public input received during the process.



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As Flagstaff continues to undergo development, especially in and around the Downtown area, there is a need for a unified vision to help shape and influence the future of Downtown. Without a collaborative effort, development may not be in line with a downtown vision and as such, impacting the vibrancy, economic vitality, and character of Downtown Flagstaff.

Engaging a downtown management expert to lead a short and mid-range visioning effort for Downtown Flagstaff has not been done before. Research shows that downtowns across the country use similar processes to craft policies that aid in a unified vision. While this Scope of Work is unique to Flagstaff and was developed with input from all funding partners, more than 15 cities were studied to better understand the expertise, deliverables, timelines, processes, and more.

Key Considerations:

The Flagstaff Downtown Business Alliance (FDBA) is a nonprofit organization dedicated to the preservation and promotion of Historic Downtown Flagstaff. FDBA sponsors free family events to encourage visitation to our Downtown businesses. Through these activities, they add to the economic viability of the area and the community in general. FDBA also advocates for essential business issues, providing education to the public and a strong voice to our City regarding the health of our economy.

The proposed partnership funding is as follows:

- City of Flagstaff - not to exceed \$80,000
- Coconino County - not to exceed \$20,000
- NAIPTA - not to exceed \$20,000
- Flagstaff Downtown Business Alliance (FDBA) - not to exceed \$10,000; plus project management services provided in lieu of additional cash payment

City of Flagstaff reviewed this Agreement and was approved by the Flagstaff City Council on July 2, 2019. Coconino County reviewed and the County Board of Supervisors approved this Agreement early August. Staff is recommending the Board approve the Agreement and authorize the CEO and General Manager to execute the agreement as approved by all parties, including NAIPTA legal counsel.

TAC DISCUSSION:

The NAIPTA Transit Advisory Committee was supportive of NAIPTA's participation in the Downtown Master Plan. The TAC is interested in receiving information and notices surrounding community engagement and deliverables from this plan.

ALTERNATIVES:

- 1) Approve the intergovernmental agreement (Agreement) with the Flagstaff Downtown Business Alliance, Coconino County, City of Flagstaff for a Downtown Vision and Action Plan; and 2) Authorize execution of the Agreement by the CEO and General Manager.** (recommended) This Agreement is agreeable to all parties and provides the support necessary for development and project management. The agreement ensures all parties are engaged in guiding the Downtown Vision and Action Plan.
- 2) Do not approve the Agreement for the Downtown Vision and Action Plan (not recommended):**
This alternative is not recommended as staff would need to spend additional time and resources to



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identify an alternative. If this item is not approved, NAIPTA would forego being a lead representative on this project and would not participate in the visioning and planning of the Downtown. This would be a missed opportunity, as this project will afford Mountain Line the opportunity to collaborate and enhance our transit efforts within the Downtown area.

FISCAL IMPACT:

The Agreement includes that NAIPTA will pay a not to exceed amount of \$20,000 to the overall Downtown Vision and Action Plan. The project funding would be paid for from salary savings, as we have identified additional grant funded projects that would off-set and provide additional capacity in our budget to pay for our proportional share of the project.

SUBMITTED BY:

Erika Mazza
CEO and General Manager

ATTACHMENTS:

- 1) Agreement between NAIPTA, Flagstaff Downtown Business Alliance, Coconino County, and the City of Flagstaff including Exhibit A -separate from packet



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DATE PREPARED: August 8, 2019

DATE: August 21, 2019

TO: Honorable Chair and Members of the Board

FROM: Erika Mazza, CEO and General Manager

SUBJECT: Consider the Flagstaff Metropolitan Planning Organization (FMPO) Executive Board Seat Request

RECOMMENDATION:

Staff recommends the Board of Directors review and provide direction to the NAIPTA Board Chair and to the NAIPTA CEO and General Manager regarding adding NAIPTA as a member of the Flagstaff Metropolitan Planning Organization (FMPO) Executive Board.

RELATED STRATEGIC WORKPLAN OBJECTIVE:

Guiding Principles:

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

5 Year Horizon:

- ❖ Build cooperative relationships regionally to expand and enhance NAIPTA's positive impact.
 - Coordinate as the state and federal levels as Federal transit reauthorization and sequestration are being considered this year.

BACKGROUND:

As per the Flagstaff Metropolitan Planning Organization (FMPO) Amended and Restated IGA signed in June 2018 (Master IGA), the FMPO is required to adopt Operating Procedures that govern how it conducts business. On January 24, 2019, the FMPO Board suspended its operating procedures for 90 days because they were inconsistent with the 1997 founding Resolution and were inconsistent with current FMPO staffing. Further, the FMPO Executive Board tasked staff with developing new Operating Procedures within 90 days. On March 7, 2019 and on April 3, 2019, the FMPO Executive Board reviewed core issues surrounding the Operating Procedures and provided direction on several items including:

Does the FMPO want to add NAU and NAIPTA to the Executive Board and if so, should they be added as voting or non-voting members?

At the FMPO Executive Board meeting on April 3, the Executive Board provided direction to staff to draft a letter to the NAIPTA Board Chair. The nature of the letter is seeking guidance from the NAIPTA Board as to how they would like to participate in the FMPO governance structure. The letter invites NAIPTA to serve on the Executive Board and provide other options for NAIPTA's structural engagement in the FMPO. NAIPTA currently serves on the FMPO Technical Advisory Committee (TAC) and the newly re-engaged Management Committee; however, the Executive Board wanted to



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further explore all levels of governance and seek input from NAIPTA. NAIPTA Staff has attended the FMPO Executive Board meetings and there seems to be renewed interest in the possibility of revising

the FMPO founding Resolution and the Master IGA to include NAIPTA as a voting member. Jamie Whelan, incoming Chair of the NAIPTA Board of Directors, and NAIPTA's CEO and General Manager received the formal request letter from FMPO's Executive Board Chair, Art Babbott on May 15, 2019.

Staff has subsequently had conversations with ADOT's Transit Division Director, Jill Dusenberry regarding coordinated governance between Public Transit providers and Council of Government's (COGs) and Metropolitan Planning Organizations (MPOs). Ms. Dusenberry has directed all COGs and MPOs to formulate a stronger relationship with local transit providers and cited two FTA rulings: May 27, 2016 Federal Register Volume 81: Number 103 and January 18, 2017 Federal Register Volume 82: Number 12.

- Under the FAST Act, there is heighten emphasis to better coordinate transportation priorities and allocating transportation resources with existing MPOs and Transit Authorities.
- Greater flexibility in programmatic and grant funds over the past several years has created the opportunities for MPOs and transit agencies to better collaborate. Thus, improving regional ability to assemble the resources needed to implement the most appropriate modal solutions for our corridors and region.
- Without NAIPTA at the table, it could be argued that the existing board structure may create gaps in decision-making that affect regional transit/transportation planning and work against selection and funding of critical transportation projects.
- The FAST Act changes the selection criteria for MPO officials to allow a representative of a transit provider as a part of their governing board. [23 U.S.C. 134(d)(3)]

Furthermore, enhancing structural relationships between the MPO and NAIPTA are supportive with the long-standing FMPO and NAIPTA Memorandum of Understanding (MOU), signed March 2010 and Performance Measure Target Setting Data Sharing Charter between FMPO, NAIPTA, and ADOT, signed May 2018. Coordinated federal funding and regional transit/transportation planning is supported through the following established planning documents, including but not limited to, the Regional Transportation Plan (RTP), NACOG's Regional Transit Plan, Transportation Improvement Plan (TIP), and the 5310 program – Coordinated Mobility efforts.

At the June 19, 2019 NAIPTA Board of Director's meeting, the Board discussed the merits of having a NAIPTA appointed seat on the FMPO Executive Board. The NAIPTA Board tabled the June discussion in order to determine if there is adequate language within the newly adopted FMPO Operating Procedures to afford NAIPTA an alternate or designee seat, if necessary. NAIPTA CEO confirmed by way of email and at the August 7, 2019 FMPO Executive Board meeting that the newly adopted FMPO Operating Procedures have language for an alternate position, if needed. In addition, the NAIPTA Board requested the CEO provide feedback on the importance of FMPO Management meetings. Staff is pleased to report, the FMPO hosted their first Management Committee meeting on July 31, 2019 and have scheduled the next meeting for August 29, 2019.

With direction or response to both of the Board's questions, staff is bringing this item back for consideration at the August 2019 Board meeting.



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NEXT STEPS:

Staff is requesting the NAIPTA Board of Directors review the letter from the Chair of the FMPO Executive Board. Based on the direction provided at the NAIPTA Board meeting, NAIPTA's Board Chair will respond with NAIPTA's recommendation for governance participation.

Transit Advisory Committee DISCUSSION:

The NAIPTA Transit Advisory Committee received a brief overview of the major points outlined in the letter to Acting Board Chair Whelan. Comments were made in support of NAIPTA playing an active role with transportation planning, partnering with the FMPO, and having the NAIPTA Board develop their recommendation for engagement. TAC did not review this item again at their August TAC meeting, as they had previously provided feedback on the topic at the June 2019 TAC meeting.

ALTERNATIVES:

- 1) Authorize the NAIPTA Board Chair and the NAIPTA CEO and General Manager to formally respond to the FMPO Executive Board indicating their desire for NAIPTA to serve as a voting member of the FMPO Executive Board by:
 - a. Appointing a member of the NAIPTA Board, or
 - b. Appointing the NAIPTA CEO as a member of the FMPO Executive Board.

Option: Provide recommendation to serve as a non-voting member of the Executive Board. These options would afford an important public transit voice on the FMPO Executive Board, as the FMPO decides on transportation planning and funding for the greater Flagstaff region. This would require resources and time from the individual to plan, prepare, and attend monthly meetings. Annual membership dues are anticipated for a voting seat at \$5,000. Membership including voting seats on the FMPO Management Committee and Technical Advisory Committee (TAC) are also provided.

- 2) Provide formal recommendation to maintain the existing NAIPTA representation on the FMPO TAC and Management Committee. This option will maintain NAIPTA's route as currently defined and there would be no annual membership dues. This would afford NAIPTA to serve at the technical and management level but not at the Executive policy level where funding and transportation collaborative decisions are made.
- 3) NAIPTA Board provides an alternate recommendation for NAIPTA to serve in another capacity that best meets the needs of our organization.

FISCAL IMPACT:

There is no immediate financial impact with today's direction from the NAIPTA Board. If the FMPO Executive Board formally appoints a NAIPTA member to hold a voting seat, there may be a requirement that NAIPTA pay a membership rate that is currently anticipated at \$5,000. This membership fee is not





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part of the FY2020 budget. Staff would need to review capacity within the FY2020 or negotiate forgoing membership fees until FY2021.

SUBMITTED BY:

Erika Mazza
CEO and General Manager

ATTACHMENTS:

1. NAIPTA Invite Letter FMPO -pages 34-35



Getting you where you want to go





**FLAGSTAFF
METROPOLITAN
PLANNING
ORGANIZATION**

**CITY OF FLAGSTAFF
COCONINO COUNTY
ARIZONA DOT**

Office: 211 West Aspen Avenue
Flagstaff, Arizona 86001

www.flagstaffmpo.org

Phone: (928) 213-2651

EXECUTIVE BOARD

Art Babbott, Chair
Supervisor District 1
Coconino County

Coral Evans, Vice Chair
Mayor
City of Flagstaff

Jesse Thompson
Arizona State
Transportation Board
District 5

Matt Ryan
Supervisor District 3
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Jim McCarthy
Councilmember
City of Flagstaff

Charlie Odegaard
Councilmember
City of Flagstaff

STAFF

Jeff Meilbeck
Executive Director

David Wessel
FMPO Manager

Martin Ince
Multi-Modal Planner

May 15th, 2019

Jamie Whelan
Vice-Chair, NAIPTA Board
NAIPTA
3773 N Kaspar Drive
Flagstaff, AZ 86004

Dear Councilmember Whelan:

I am writing to invite NAIPTA to join the Flagstaff Metropolitan Planning Organization (FMPO). The FMPO is becoming a more robust organization and we are reviewing our governance structure to make sure it meets the needs of our partners and this community.

The FMPO is a local government collaborative responsible for transportation planning in the greater Flagstaff region. Core functions of the FMPO are to create a 20 year transportation plan and to work with local partners to apply for and prioritize federal and state transportation funds. The FMPO operates under a specific governance structure and we are considering modifying that structure to better accommodate a partnership with NAIPTA.

The current structure of the FMPO is as follows:

1) Executive Board. This is the policy body made up of three members of Flagstaff City Council, one member of the Coconino County Board of Supervisors and one member of the State Transportation Board. This Board meets monthly to review policy and strategy for planning and funding transportation projects.

2) Management Committee: This is an oversight committee made up of the Flagstaff City Manager, Coconino County Manager, State District Engineer, and NAIPTA CEO. This committee is established to recognize the importance of these management positions to the FMPO, but the committee meets only when needed and there is no set schedule.

3) Technical Advisory Committee (TAC): This committee is made up of technical staff of the City of Flagstaff, Coconino County, the State of Arizona and NAIPTA. This committee meets monthly and reviews transportation projects and FMPO priorities in detail. The TAC serves in an advisory role to the FMPO Executive Board.



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FMPO Manager

Martin Ince
Multi-Modal Planner

The FMPO Board would like to know how NAIPTA prefers to participate in the FMPO. Options for participation include:

- 1) Serve as a voting member on the FMPO Executive Board: This option would give NAIPTA voting privileges on the Executive Board. A representative of the NAIPTA Board or CEO's office would need to attend monthly Board meetings and annual membership dues would be \$5,000. This membership would also include voting seats on the FMPO Management Committee and TAC.
- 2) Serve as a voting member on the Management Committee and TAC: This option would give NAIPTA a voting seat on the Management Committee and TAC and there would be no annual membership dues.
- 3) Serve in another capacity that best meets the needs of NAIPTA. The FMPO Executive Board is open to ideas that meet the needs of NAIPTA and we welcome an exploration of options.

If you have further questions or care to discuss, please contact me. You may also contact Jeff Meilbeck, FMPO Executive Director, for more information or to discuss. A copy of the draft FMPO operating procedures are attached as reference in case you would like a better understanding of how the FMPO functions.

Thank you for your consideration and I look forward to hearing from you.

Art Babbott
Coconino County Supervisor



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DATE PREPARED: August 13, 2019

MEETING DATE: August 21, 2019

TO: Honorable Chair and Members of the Board

FROM: Jacki Lenners, Marketing and Communications Manager

SUBJECT: Review FY2020 Marketing Plan

RECOMMENDATION:

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

RELATED STRATEGIC WORKPLAN OBJECTIVE

Guiding Principles:

- ❖ Strive for continuous improvement in all we do
- ❖ Be trustworthy and dependable
- ❖ Collaborate to enhance service delivery

5 Year Horizon:

- ❖ Evaluate the effectiveness of our brand, name and image in creating stronger ties with the public.

BACKGROUND:

Mountain Line has an in-house Marketing and Communications Manager who oversees all marketing, advertising, social media, communications, and public relations activities. The Marketing and Communications Manager also oversees a Creative Services contractor that provides graphic design and marketing campaign management services.

Mountain Line executes a multi-faceted marketing campaign each year, with several objectives, including:

- Increasing awareness of the Mountain Line brand and overall ridership
- Promoting Mountain Line as an authority and expert in the transit industry
- Educating current riders about programs, services, changes, etc.
- Generating awareness of Mountain Line's role in the community
- Promoting specific programs, such as Mountain Express or New Year's Eve service

In developing a Marketing Plan, Mountain Line also aims to reach several different audiences with various tactics. Target audiences include current riders, potential riders, stakeholders (elected officials, voters, etc.), parents of K-12 students, and college students. The tactics vary by campaign, but include a variety of traditional and digital advertising, along with in-person events.



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The Marketing Plan also includes details on the wide range of community events in which Mountain Line participates. Maintaining a public presence is an important part of marketing and keeping Mountain Line top of mind improves the agency's overall reputation.

TAC DISCUSSION:

The Transit Advisory Committee was supportive of the information presented in the Marketing Plan.

FISCAL IMPACT:

All components of the Marketing Plan are in the overall agency FY2020 budget approved by the Board in June.

SUBMITTED BY:

APPROVED BY:

Jacki Lenners
Marketing and Communications Manager

Erika Mazza
CEO and General Manager

ATTACHMENTS:

1) FY2020 Marketing Plan

-pages 38-45



Getting you where you want to go



July

Marketing and Advertising Campaigns

K-12 Campaign (mid-July)

- **Audience:** Parents of middle and high school age children
- **Goals:** Sell K-12 Semester and Annual passes, sign individuals up for travel training, spread a safety message
- **Tactics:** Video testimonials with parents/students, social media (organic and paid), Print advertising, online advertising, mobile advertising, website landing page, school outreach, Back-to-School and orientation events, press release, onboard signage

Service Changes

- **Audience:** Current riders, businesses impacted by service changes
- **Goals:** Educate current riders about service changes to maintain ridership and mitigate confusion, Educate businesses in newly served corridors about the new stops
- **Tactics:** Website landing page, press release, social media (paid and organic), personal outreach to businesses, onboard signage

Communication and Public Relations

Quarterly Stakeholder Email

- **Audience:** Local, statewide, and national Mountain Line stakeholders
- **Goals:** Keep Mountain Line stakeholders up-to-date on Mountain Line's programs, projects, plans, and accomplishments.
- **Tactics:** MailChimp email to established distribution list. Email topics include: Project Updates, News & Events, Looking Back, Mountain Line by the Numbers, Rider/Employee Profile

Press Releases

- K-12 Student Passes
- Service Changes
- FY2019 Ridership

Events

Joe C. Montoya Activity Fair – July 23, 2019

- **Audience:** Seniors
- **Goals:** Education about mobility options, travel training, and Mountain Lift

August

Marketing and Advertising Campaigns

K-12 Campaign (Through mid-August)

- **Audience:** Parents of middle and high school age children
- **Goals:** Sell K-12 Semester and Annual passes, sign individuals up for travel training, spread a safety message

- **Tactics:** Video testimonials with parents/students, social media (organic and paid), Print advertising, online advertising, mobile advertising, website landing page, school outreach, Back-to-School and orientation events, press release, onboard signage

College Campaign

- **Audience:** College students (NAU, CCC, College America, online)
- **Goals:** Sell College Semester and Annual passes
- **Tactics:** Print advertising, online advertising, social media (organic and paid) school outreach, Welcome Week events at NAU and CCC, press release, onboard signage

Service Changes

- **Audience:** Current riders, businesses impacted by service changes
- **Goals:** Educate current riders about service changes to maintain ridership and mitigate confusion, Educate businesses in newly served corridors about the new stops
- **Tactics:** Website landing page, press release, social media (paid and organic) personal outreach to businesses, onboard signage

Communication and Public Relations

Press Releases

- College Passes

Downtown Connection Center / BRT Public Outreach

- BRT Public Meeting on August 6

Events

BASIS Flagstaff Schedule Pick-Up - August 2 and August 5, 2019

- **Audience:** BASIS Flagstaff parents and students
- **Goals:** Sell K-12 student passes, sign families up for travel training, provide route planning assistance

College America Back to School Bash – August 3, 2019

- **Audience:** Low-income families with school-age children
- **Goals:** General Mountain Line education, bus demo

NAU Community Fair – August 28, 2019

- **Audience:** NAU students, faculty, staff
- **Goals:** Educate NAU students, faculty, and staff about the College Pass and ecoPASS programs, assist with trip planning

CCC Welcome Week Fair – August XX, 2019

- **Audience:** CCC students, faculty, staff
- **Goals:** Educate CCC students, faculty, and staff about the College Pass (and/or ecoPASS if program continues), assist with trip planning

September

Marketing and Advertising Campaigns

Rider Courtesy Campaign

- **Audience:** Current riders
- **Goals:** Educate riders about Mountain Line's rules and policies in a fun and memorable way, show support to operators
- **Tactics:** Onboard signage, social media, contests/interaction with the Safety Supervisor

Instagram Launch

- **Audience:** Riders and non-riders
- **Goals:** Introduce a new Mountain Line social media platform, establish a solid following
- **Tactics:** "Humans of New York" style photo shoots with accompanying profiles of riders (via Jake Bacon), promoted posts, social media (use other platforms to grow Instagram audience)

Communication and Public Relations

Quarterly Outreach Event with CEO

- **Audience:** Riders and non-riders, stakeholders
- **Goals:** Establish Mountain Line's presence in the community, put a "face" to the Mountain Line brand.
- **Tactics:** TBD

Events

Science in the Park – September 21, 2019

- **Audience:** Primarily Flagstaff residents, families with young children
- **Goals:** Build community awareness about Mountain Line, educate the public about Mountain Line's commitment to environmentally-friendly technology
- **Tactics:** Partner with New Flyer to have an electric bus available for a demonstration

October

Marketing and Advertising Campaigns

Rider Courtesy Campaign

- **Audience:** Current riders
- **Goals:** Educate riders about Mountain Line's rules and policies in a fun and memorable way, show support to operators
- **Tactics:** Onboard signage, social media, contests/interaction with the Safety Supervisor

Instagram Launch

- **Audience:** Riders and non-riders
- **Goals:** Introduce a new Mountain Line social media platform, establish a solid following
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Communication and Public Relations

Quarterly Stakeholder Email

- **Audience:** Local, statewide, and national Mountain Line stakeholders
- **Goals:** Keep Mountain Line stakeholders up-to-date on Mountain Line's programs, projects, plans, and accomplishments.
- **Tactics:** MailChimp email to established distribution list. Email topics include: Project Updates, News & Events, Looking Back, Mountain Line by the Numbers, Rider/Employee Profile

November

Marketing & Advertising Campaigns

Rider Courtesy Campaign

- **Audience:** Current riders
- **Goals:** Educate riders about Mountain Line's rules and policies in a fun and memorable way, show support to operators
- **Tactics:** Onboard signage, social media, contests/interaction with the Safety Supervisor

Instagram launch (continued)

- **Audience:** Riders and non-riders
- **Goals:** Introduce a new Mountain Line social media platform, establish a solid following
- **Tactics:** "Humans of New York" style photo shoots with accompanying profiles of riders (via Jake Bacon), promoted posts, social media (use other platforms to grow Instagram audience)

Communication and Public Relations

Mountain Line Strategic Plan

- **Audience:** NAIPTA Board and TAC, Mountain Line staff, stakeholders
- **Goals:** Establish a visually pleasing document that clearly outlines Mountain Line's strategic objectives and goals for the coming three years.
- **Tactics:** Jarrett Ransom to create the content and Moore & Associates to conduct the layout and design.

December

Marketing and Advertising Campaigns

Mountain Express

- **Audience:** Local and visiting skiers and snowboarders
- **Goals:** Educate Snowbowl visitors about transportation options, Educate the visitor/tourism community about Mountain Express, Increase Mountain Express ridership over the previous year.
- **Tactics:** Website landing page, print advertising, online advertising, press release, social media (paid and organic), collateral (flyer) development, personal outreach to hotels and ski rental businesses, onboard signage, coordination with Arizona Snowbowl's marketing department

New Year's Eve

- **Audience:** Local residents and visitors

- **Goals:** Educate locals and the tourism community about Mountain Line's safe alternative to driving on New Year's Eve, Introduce new riders to Mountain Line
- **Tactics:** Website landing page, print advertising, online advertising, press release, social media (paid and organic), onboard signage, bar coaster distribution in downtown Flagstaff.

K-12 mini campaign (end of December for spring semester passes)

- **Audience:** Parents of middle and high school age children
- **Goals:** Remind parents who purchased fall semester passes to purchase spring passes,
- **Tactics:** Website landing page, print advertising, online advertising, social media (paid and organic)

Communication and Public Relations

Press Releases

- Mountain Express
- New Year's Eve

Quarterly Outreach Event with CEO

- **Audience:** Riders and non-riders, stakeholders
- **Goals:** Establish Mountain Line's presence in the community, put a "face" to the Mountain Line brand.
- **Tactics:** TBD

January

Marketing and Advertising Campaigns

K-12 mini campaign (beginning of January for spring semester passes)

- **Audience:** Parents of middle and high school age children
- **Goals:** Remind parents who purchased fall semester passes to purchase spring passes,
- **Tactics:** Website landing page, print advertising, online advertising, social media (paid and organic)

Mountain Express

- **Audience:** Local and visiting skiers and snowboarders
- **Goals:** Educate Snowbowl visitors about transportation options, Educate the visitor/tourism community about Mountain Express, Increase Mountain Express ridership over the previous year.
- **Tactics:** Website landing page, print advertising, online advertising, press release, social media (paid and organic), collateral (flyer) development, personal outreach to hotels and ski rental businesses, onboard signage, coordination with Arizona Snowbowl's marketing department

Communication and Public Relations

Quarterly Stakeholder Email

- **Audience:** Local, statewide, and national Mountain Line stakeholders
- **Goals:** Keep Mountain Line stakeholders up-to-date on Mountain Line's programs, projects, plans, and accomplishments.

- **Tactics:** MailChimp email to established distribution list. Email topics include: Project Updates, News & Events, Looking Back, Mountain Line by the Numbers, Rider/Employee Profile

February

Mountain Express

- **Audience:** Local and visiting skiers and snowboarders
- **Goals:** Educate Snowbowl visitors about transportation options, Educate the visitor/tourism community about Mountain Express, Increase Mountain Express ridership over the previous year.
- **Tactics:** Website landing page, print advertising, online advertising, press release, social media (paid and organic), collateral (flyer) development, personal outreach to hotels and ski rental businesses, onboard signage, coordination with Arizona Snowbowl's marketing department

March

Marketing and Advertising Campaigns

Never Rider Campaign

- **Audience:** Flagstaff residents who do not currently ride the bus
- **Goals:** Build goodwill toward Mountain Line, Persuade non-riders to change just one trip a week to transit
- **Tactics:** TBD

Transit Driver Appreciation Day

- **Audience:** Mountain Line/Lift drivers, Flagstaff residents
- **Goals:** Internally and externally celebrate the hard work of drivers
- **Tactics:** Postcard/movie gift card for all drivers, Banner at DCC, social media promotion

Communication and Public Relations

Quarterly Outreach Event with CEO

- **Audience:** Riders and non-riders, stakeholders
- **Goals:** Establish Mountain Line's presence in the community, put a "face" to the Mountain Line brand.
- **Tactics:** TBD

April

Communications and Public Relations

Quarterly Stakeholder Email

- **Audience:** Local, statewide, and national Mountain Line stakeholders
- **Goals:** Keep Mountain Line stakeholders up-to-date on Mountain Line's programs, projects, plans, and accomplishments.
- **Tactics:** MailChimp email to established distribution list. Email topics include: Project Updates, News & Events, Looking Back, Mountain Line by the Numbers, Rider/Employee Profile

Press Releases

- Get on Board Day

Events

Get on Board Day

- **Audience:** Flagstaff residents, elected officials, stakeholders
- **Goals:** Introduce new audiences to transit, educate residents and stakeholders about the value of transit
- **Tactics:** Free Fare day, website landing page, print advertising, online advertising, press release, social media (paid and organic), onboard signage, TBD events throughout the day

May

Marketing and Advertising Campaigns

How to Videos

- **Audience:** Riders and non-riders
- **Goals:** Demystify some of the more challenging parts of riding transit, build a library of videos that can be used for multiple purposes, generate interest in transit among non-riders
- **Tactics:** Promote videos via social media

K-12 Summer Pass

- **Audience:** Parents of K-12 children
- **Goals:** TBD depending on if a program is developed and what it looks like
- **Tactics:** TBD

Events

Bike to Work Week

- **Audience:** Flagstaff bike community
- **Goals:** Generate community goodwill, educate the public on how to combine biking and bus riding
- **Tactics:** Participate in the Bike Bazaar and Bike to Breakfast, social media

June

Marketing and Advertising Campaigns

How to Videos

- **Audience:** Riders and non-riders
- **Goals:** Demystify some of the more challenging parts of riding transit, build a library of videos that can be used for multiple purposes, generate interest in transit among non-riders
- **Tactics:** Promote videos via social media

Communication and Public Relations

Quarterly Outreach Event with CEO

- **Audience:** Riders and non-riders, stakeholders
- **Goals:** Establish Mountain Line's presence in the community, put a "face" to the Mountain Line brand.
- **Tactics:** TBD



NAIPTA MEMORANDUM

DATE: August 21, 2019

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, Administrative Director

SUBJECT: Report on Fare Strategies Study

Staff has received Technical Memorandum #1 as part one of this three-part project. The memo was delivered on time and project is on track to be completed by early September. The outcome of the study will be an implementation plan to include recommendations regarding changes to our fare system. Some potential elements identified in early phases are: new fare rates, new bulk pass types, revised bulk pass rate structures, new fare media types, and potentially a recommendation to simplify fare rules.

Technical Memorandum #1 was delivered at end of June and was focused on assessing current conditions. Some notations from the memorandum include:

- Cash is not validated and is at risk for fare fraud (short pay)
- Passes are reloaded on the bus; again, cash may not be validated and there is risk of fare fraud
- Driver interaction for process of fare collection is a potential route delay
- Pass sales require in person transaction or exchange of passes by mail
- EcoPass model is being applied to several group sales scenarios without an analysis of factors that should set fare structure for these groups, triggers like number of users, location of origin or destination in relation to available transit options, etc.

LTK also summarized technology updates since implementation of our system in 2014, noting that we may want to consider one or more of these as methods to achieve our goal of creating user friendly system that reduces disruption to service (delays in boarding process) while providing adequate cash controls.

- Stored Value pass cards
- Fare capping
- Online reloading
- Mobile ticketing
- Credit card payments (on bus)

Staff will bring additional updates in coming months and the implementation plan to the Board for consideration before engaging the public for input on proposed changes.





NAIPTA MEMORANDUM

DATE: August 21, 2019

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Transit Planner

SUBJECT: Update on the Bus Rapid Transit (BRT) Project

In November 2018, Mountain Line initiated the development phase of the Bus Rapid Transit (BRT) Project to study potential long-term improvements to bus service from Woodlands Village to the Flagstaff Medical Center (see attached map). BRT is a package of transit enhancements that adds up to a **faster trip** and an **improved experience**. As a result of Mountain Link, our first BRT that opened in 2011, system-wide ridership increased 66% in the first year alone and, in subsequent years, spurred economic development along the Mountain Link corridor. Mountain Line anticipates similar results with the second BRT.

The purpose of the BRT Project Development Phase, as identified in the 2016 Spine Route Study, is to identify, evaluate, and select a strategy and set of transit and multimodal transportation improvements to achieve the following goals:

- Enhance transit & multimodal mobility in Flagstaff to make it more compelling
- Connect neighborhoods and activity centers and improve local mobility
- Support economic development goals
- Strengthen the downtown core and transit connections to key activity centers
- Create an environment that will sustain over the long term

A team of agency stakeholders was created to advise staff on technical aspects of the project. Over the past three meetings, stakeholders have provided critical feedback on the project's purpose and need, alignment alternatives, and selection criteria to screen alternatives.

An Open House was held on August 6 for the public to learn more about the project and provide feedback to guide the development of the BRT. Project aspects that were presented include the purpose and need, route and configuration alternatives under consideration, and potential benefits of the project for the community. A survey was available for those who were not able to attend the open house. A BRT webpage is available on Mountain Line's website for the duration of the project.





Additionally, Susan Eddy, our Federal Transit Administration Project Manager, came and toured the BRT route on August 7th and 8th. Staff received positive feedback for the BRT during her visit.

With goals and selection criteria thoroughly vetted by stakeholders and the public, the next step is to screen the BRT alignment and configuration alternatives. Screening results and the identification of the recommended alternative will be the focus of the next stakeholder meeting in September and brought to the public for review this winter.

The BRT Project Development phase will be completed by September 2020, if not sooner. A final deliverable is a report that Mountain Line can submit to the Federal Transit Administration (FTA) for evaluation, rating, and approval for funding under the Capital Investment Grant (CIG) program. Local funding details of the BRT will also be a deliverable and would be identified in future Mountain Line budgets should the project proceed.

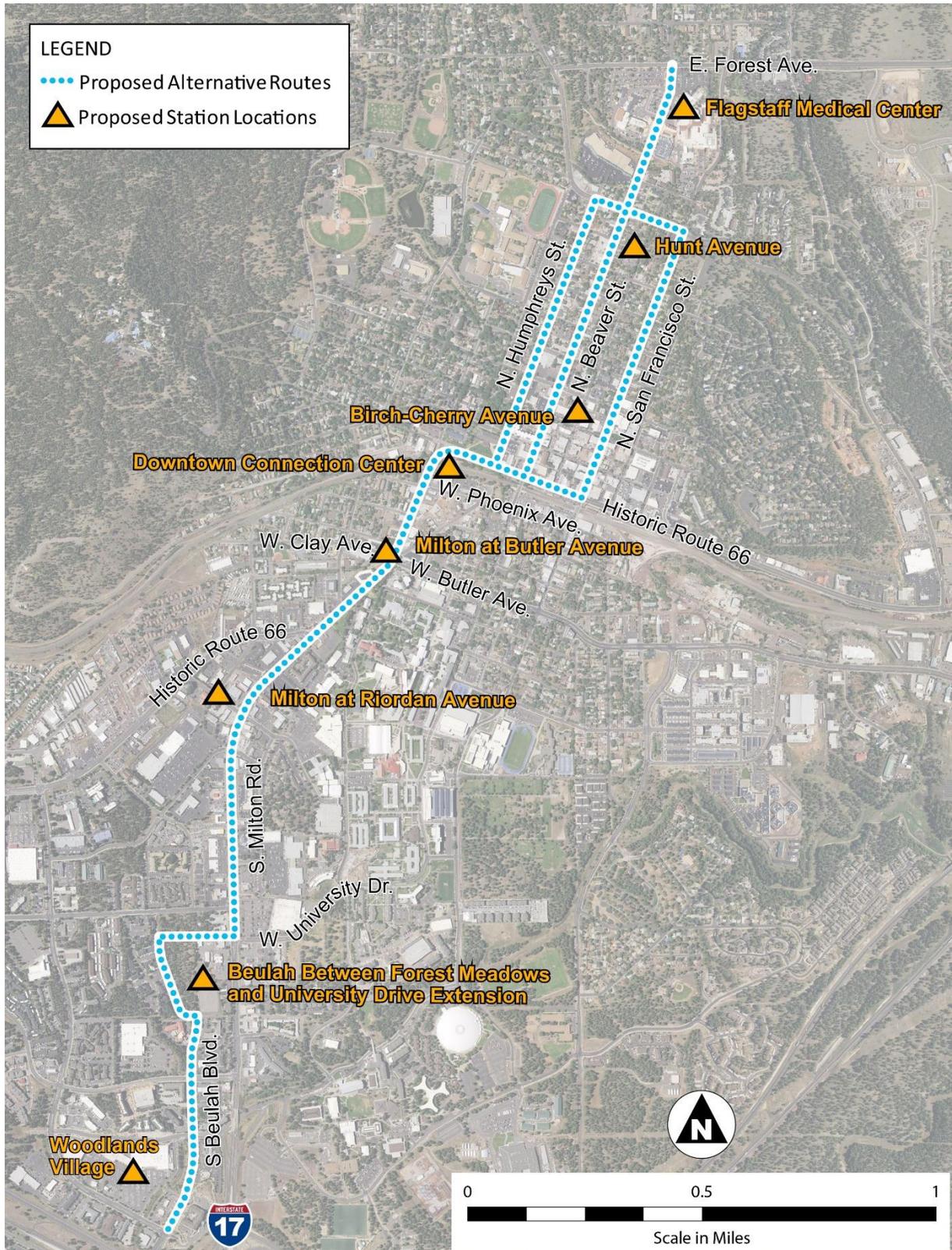
The budget for the BRT Project Development Phase is \$2.2 million, of which 80% is funded by a Federal Transit Administration (FTA) Grant. The project is included in our agency's FY2019 and FY2020 budgets.



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Attachment: BRT Alignment Alternatives



September: TAC Meeting is Thursday, 9/5 Board Meeting is Wednesday, 9/18

ITEMS:	WHO & WHAT:
Safety Minute	
AECOM Update	Kate - D/A
Transit Guidelines	Estella - D/A
Mountain Line Brand	Jacki - D/A
SEAGO IGA	Heather D - D/A
Winslow IGA	Heather D - D/A
Bus Procurement	Heather T/Jim - D/A
Fare Study Update	Heather D - PR
Annual Safety Report/Timeline for SMS Plan	Sam - PR
Current Events	Erika - PR
Possible Executive Session for CEO and GM Contract and Real Estate Discussion	Erika/Board Chair
Action Item: CEO and GM Contract	Danelle - D/A
October/November Agenda Calendar	
Strategic Workplan	

October: Board and TAC Strategic Policy Advance is Thursday, 10/3

ITEMS:	WHO & WHAT:
Safety Minute	
NAIPTA FY2019 Annual Report	Heather - D/A
Review Performance Measures	Heather D - D/A
Financial Overview – Sustainable Future	Heather D - D/A
FY2020 Meeting Calendar (Related to TAC Meeting 1/2/2020)	Rhonda - D/A
Strategic Work Plan	Erika/Jarrett - D/A
Current Events	Erika - PR
Possible Executive Session for Real Estate Discussion	Erika/Board Chair
November/December Agenda Calendar	
Strategic Workplan	



2019 Strategic Work Plan

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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Key Recommendations

- Plan with attention to “green” opportunities and long-term sustainability.
 - Participate in autonomous bus feasibility consortium: evaluate how this new technology will enhance our service to the community.
 - Develop performance measures that are in line with regional policies and community goals.
- Apply imagination, creativity and innovation to improve the service we deliver.
 - Explore and evaluate community expectations for maintaining and growing an exceptional transit system that is valued by riders and non-riders alike.
- Evaluate the effectiveness of our brand, name and image in creating stronger ties with the public.
 - Evaluate the Mountain Line and NAIPTA brand. Develop and implement strategies for growing our community presence and identity.
- Build cooperative relationships regionally to expand and enhance NAIPTA’s positive impact.
 - NAIPTA will work with community partners to procure ownership or access to a new Downtown Connection Center.
 - Partner with the City on development and implementation of Proposition 419, enhancing opportunities for transit and active modal investments within transit corridors.
 - Coordinate advocacy at state and federal levels as Federal transit reauthorization and sequestration are being considered this year.
 - NAIPTA will continue to work with the City to develop Transit Guidelines and development criteria.
- Establish financial policies and seek revenue sources to maintain fiscal strength.
 - NAIPTA will develop a fare strategy, revenue generation, and pass distribution plan that results in increased ridership and increased fare-box return.
 - Explore additional revenue generators through private developments, partnerships, and other innovative practices.
 - Assess and modify (as needed) financial policies that reflect funding splits in line with federal expectations.
- Follow through on promises we have made – Focus on Frequency Policy.
 - Continue providing high quality service and implement routing changes and upgrades based on recommendations from the 2017 Short-Term Network (zero-based) Plan.
 - Develop an On-Demand Study and identify implementation strategies for testing pilot programs that enhance our service to the community.



Getting you where you want to go

