



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, September 18, 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 8/21/2019 -pages 5-13

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. UPDATE ON AECOM GENERAL CONSULTING SERVICES CONTRACT TASK ORDERS -pages 14-16

-Kate Morley, Development Director

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

7. CONSIDER MOUNTAIN LINE TRANSIT GUIDELINES -pages 17-18

-Estella Hollander, Mobility Planner

Staff recommends the Board of Directors adopt the Mountain Line Transit Guidelines.

8. CONSIDER DELEGATION OF AUTHORITY RESOLUTION 2020-100

-Heather Dalmolin, Administrative Director -pages 19-22

Staff recommends the Board of Directors approve the Delegation of Authority Resolution 2020-100 authorizing the CEO and General Manager to authorize and execute agreements for transportation projects with public, non-profit and for-profit agencies for a period not to exceed 5 consecutive years and not to exceed \$100,000 per fiscal year.

9. CONSIDER PROCUREMENT RESOLUTION 2020-110

-Heather Dalmolin, Administrative Director -pages 23-27

Staff recommends the Board of Directors approve Procurement Resolution 2020-110 authorizing the CEO and General Manager to 1) authorize and award procurements and 2) execute contracts that support projects that are within the approved fiscal year budget, the 10-year financial plan, and which may be related to the approved annual Grant Resolution.



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10. UPDATE TO MOUNTAIN LINE'S STRATEGIC WORK PLAN

-Erika Mazza, CEO and General Manager

-pages 28-29

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

PROGRESS REPORTS:

11. REPORT ON PUBLIC TRANSPORTATION AGENCY SAFETY PLAN (PTASP)

-Samuel Short, Safety and Training Manager

-pages 30-31

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 Contract Negotiation 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).

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

DISCUSSION / ACTION ITEMS:

12. CEO AND GENERAL MANAGER'S CONTRACT

-Jamie Whelan, Board Chair

The Board of Directors may take action regarding the terms of the CEO and General Manager's Contract.

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

October/November Working Agenda

-page 32

Strategic Workplan

-pages 33-34





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The next meeting will be a Joint Strategic Policy Advance for the Board and TAC on October 3, 2019 and will be at the Flagstaff Aquaplex, 1702 N. Fourth Street, Flagstaff, AZ 86004 at 9am. Please plan to attend in person. Lunch will be offered. The public is invited to attend. October agenda items will include but not be limited to the NAIPTA FY2019 Annual Report, Midterm Transit Plan/Bus Rapid Transit (BRT) Update, Financial Overview – Sustainable Future, and Strategic Work Plan. The October 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 and TAC.

The next Board meeting will be November 20, 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. November agenda items will include but not be limited to the Strategic Work Plan Objectives, Student Pass Update, Service Change Update, Grant Award Update, Mountain Line Re-Branding, On-Demand Plan, Employee Satisfaction Survey, Fare Study Report Adoption and the Budget Kickoff. The November agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

13. ADJOURNMENT



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Board of Directors Minutes for Wednesday, August 21, 2019

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

The Board of Directors met in Regular Session on Wednesday, August 21, 2019 at 10:00 am in the NAIPTA Training Room, 3825 N. Kaspar Dr., (Parking at 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;

Joanne Keene, (Secretary), Executive Vice President and Chief of Staff, NAU, (WebEx), joined the meeting at approximately 10:03am;

Art Babbott, Board of Supervisors, Coconino County, joined the meeting at approximately 10:03am;

Jim McCarthy, City Councilor, City of Flagstaff

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

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

BOARD MEMBERS EXCUSED:

NAIPTA STAFF IN ATTENDANCE:

Erika Mazza, CEO and General Manager;

Heather Dalmolin, Administrative Director;

Jim Wagner, Operations Director;

Kate Morley, Development Director;

Jacki Lenner, Marketing and Communications Manager;

Wade Forrest, Facilities Manager;

Jon Matthies, IT Manager;

Lauree Battice, Business Manager;

Anne Dunno, Capital Project Manager;

Estella Hollander, Mobility Planner;

Rhonda Cashman, Executive Assistant and Clerk of the Board;

Scott Holcomb, NAIPTA Attorney, (WebEx), joined the meeting at approximately 10:07am





GUESTS PRESENT:

Dan Okoli, Vice President of Capital Planning and Campus Operations, NAU, alternate, joined the meeting at approximately 10:14am;

Jarrett Ransom, President and CEO, The Rayvan Group,

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

2. ROLL CALL

3. SAFETY MINUTE

Mr. Forrest reported on Heat Exhaustion and Heat Stroke. Symptoms were reviewed.

4. APPROVAL OF MINUTES:

- a. Regular Meeting 6/19/2019
- b. Emergency Meeting 7/22/2019

Director McCarthy moved to approve the June 19, 2019 Board meeting minutes and the July 22, 2019 Emergency Board meeting minutes. Director Peru seconded. There was no discussion. All approved, none opposed. Motion carried.

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

5. CALL TO THE PUBLIC

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

CONSENT ITEMS:

There were no items for the consent agenda.

DISCUSSION / ACTION ITEMS:

6. REVIEW FINANCIAL MANAGEMENT PLAN

-Heather Dalmolin, Administrative Director

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

Ms. Dalmolin reviewed a PowerPoint presentation with the Board as an overview of Sections 5-10 of the NAIPTA Financial Management Plan. Sections 1-4 were reviewed in February 2019. The main objective is financial stability of the organization.





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updates are needed and she asked Board members to provide feedback on changes they may recommend. Under Section 5.B. Compensation Philosophy, she mentioned a new wage study is being done to prepare for the rise in the minimum wage. Chair Whelan asked how many positions currently fall below \$15 per hour. Ms. Dalmolin responded 3-4 positions at this point, but our largest employee population of operators falls only slightly above that level to start. Under Section 7. Asset Management, Director Babbott asked if federal restraints are liberated after the depreciation schedule of assets. Ms. Dalmolin replied restraints are not liberated on assets purchased with federal funds. For example, if a bus reaches its 12-year useful life, then went to auction and NAIPTA received \$6,000 at auction, NAIPTA would be required to return 80% to the federal government or there are allowances for reinvestment. Under Section 8. Debt Management, she noted the goal is to use debt as little as possible and as a last resource. She reviewed the criteria. Director Babbott stated a reserve of 25% would be a good policy and he asked about a contingency fund or revenue smoothing opportunities. Ms. Dalmolin explained there is no contingency plan in the annual budget process and revenue smoothing is done but is not referenced in the financial plan. It was an internal decision to remove the contingency fund about 10 years ago. Director Babbott stated the County has successfully implemented a contingency plan and was able to avoid layoffs in the last economic downturn. He suggested a contingency plan be considered and that it be brought to the Board. Chair Whelan agreed. Ms. Dalmolin stated a resiliency plan is on the staff follow up list and she thought that may address the concerns of the Board. Under Section 10. Risk Management, Ms. Dalmolin shared feedback from the TAC; they thought service changes may be considered a risk. Part of moving forward, staff have indicated to build in a resiliency plan, as mentioned. The Financial Management Plan was introduced in 2009 and was updated in 2014. The document needs updates to stay relevant. Ms. Dalmolin requested for the Board to please continue to share feedback in the coming weeks. Director McCarthy stated he agrees with Director Babbott. He asked if a recession would help Mountain Line ridership increase. Ms. Dalmolin responded that during the last recession ridership did increase. Staff work with the City on potential recession financial projections and we were able to maintain service and staff through the last recession. Chair Whelan stated the City is conservative and Ms. Dalmolin concurred.

7. CONSIDER DEVELOPING A PROCUREMENT RESOLUTION

-Heather Dalmolin, Administrative Director

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.

Ms. Dalmolin explained this resolution was suggested by our legal team. It could

prevent delays for items aligning with our procurement policy, budget and grant resolution. She communicated an example procurement timeline related to the



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Downtown Connection Center (DCC). Director McCarthy stated he was comfortable with the suggestion but would request monthly updates. Ms. Mazza confirmed she would report at the following meeting or in writing and if there are unusual circumstances, the item will be brought to the Board. There was a brief discussion. Director McCarthy wants to have an understanding of what is going on with projects forthcoming to Mountain Line. Secretary Keene felt the resolution would be helpful. Director Babbott voiced his concern over procurement versus competitive bid versus Job Order Contracting (JOC). Mr. Holcomb stated the JOC can be competitive when properly utilized and done appropriately. He conveyed he thought staff had been doing a good job with this. Director Babbott agreed. Ms. Dalmolin reiterated the intent to report to the Board on these items. Staff were directed to proceed with developing a Procurement Resolution.

8. CONSIDER DEVELOPING A DELEGATION OF AUTHORITY RESOLUTION

-Heather Dalmolin, Administrative Director

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.

Ms. Dalmolin noted this is a similar consideration for signature authority for the CEO and General Manager for partner and government agreements valued at or under \$100,000. NAIPTA has handled these agreements by receiving Board approval or by receiving Board approval to delegate in the past. We are looking for consistency. This Delegation of Authority Resolution would potentially allow the Board to engage more in discussions on the benefits of projects versus review of agreements. She mentioned all agreements would still contain language allowing the Board to dissolve the agreement if it was something they did not support. Ms. Dalmolin provided some examples on screen of when a delegation of authority resolution could have been used. This resolution may be used for partnerships with public or private entities. Reports to the Board would be done on an ongoing basis. Director Okoli asked if the \$100,000 or less was per fiscal year. Ms. Dalmolin replied the financial limit is per year, per partner agreement. She shared Mountain Express as an example. We have a 5-year contract with the Arizona Snowbowl and the current year agreement was for service charged at \$88,000. Director McCarthy is supportive of pursuing the resolution, but wondered about items with policy implications, such as the work with the City of Winslow. Chair Whelan agreed. If the item has political zest, it should be brought to the Board. Ms. Dalmolin agreed. Ms. Mazza brought up the Emergency Operations Center (EOC). There should be a Board discussion on our level of involvement with items like EOC participation. No other concerns were expressed. Staff were directed to proceed with developing a Delegation of Authority Resolution.

9. CONSIDER AN AGREEMENT WITH THE FLAGSTAFF DOWNTOWN BUSINESS ALLIANCE, COCONINO COUNTY, AND CITY OF FLAGSTAFF

-Erika Mazza, CEO and General Manager



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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.

Ms. Mazza reported this item is related to the Downtown Master Plan. She explained that Ms. Madeksza understood the timing of our process to bring this item to the Board. The City and County were able to review this agreement with their Council and Board before their summer recesses. The monetary commitment is not to exceed \$20,000. The Flagstaff Downtown Business Alliance (DBA) will present to the Board. The transportation and circulation plan is important to a robust downtown. Director Babbott asked what Ms. Madeksza's role will be in this plan related to carrying out a public process. Ms. Mazza replied that she will be charged with engaging the public in an outreach process and she will be involved as part of the stakeholder group and project management. Director McCarthy moved to approve the agreement and authorize the CEO and General Manager to execute the agreement as presented. Chair Whelan seconded. All approved, none opposed. Motion carried.

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

10. 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 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 reported this item was discussed with the Board in June and it was tabled to allow time for review of the new FMPO Operating By-laws. Alternate status was discussed due to potential conflicts. Director Babbott stated both entities have conversed over the last months. They are aligned, not broken, and there are opportunities for maximizing collaboration. Northern Arizona University plans to be involved in the TAC and the Management Committee roles. The FMPO Executive Board is open to seeing what way this Board is interested in participating and then see how that fits in. There is no rush. The FMPO will settle into its new operating procedures while becoming its own stand-alone non-profit. Ms. Mazza has different limitations when it comes to advocating for funding. Director McCarthy asked if philosophically both the FMPO (and NAIPTA) Board(s) should have elected officials





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and appointed representatives from the Arizona Department of Transportation (ADOT) and NAIPTA. Ms. Mazza said she has done some research and it is important to recognize how the agencies partner. She took a deeper look at agencies set up similar to ours and it could be the Transit CEO or a representative from the Transit Agency Board serving on the MPO Board. There is precedent and regulatory standing for a transit agency representative to sit on an MPO Board. This came about because there are many MPOs and transit agencies that don't work well together in their region. Fortunately, we are not one of them. There was a lengthy discussion to follow. As mentioned previously, Board members agree it should not be a City or County representative. NAU has asked not to be a member of the FMPO Executive Board. Vice Chair Peru is willing to be the NAIPTA representative on the Executive FMPO Board. He wants to be sure he will add value for the NAIPTA Board. Mr. Holcomb stated he did not see any restraint or conflict in Vice Chair Peru advocating for NAIPTA. Ms. Mazza stated she supports NAIPTA being represented on the FMPO Executive Board. A transit voice would be helpful. It is not urgent to decide today. Director McCarthy recommended the NAIPTA Board have a voting seat on the FMPO Executive Board. Secretary Keene seconded. All approved, none opposed. Motion carried.

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

Director McCarthy moved to appoint Vice Chair Peru to be the Board Member representative for NAIPTA. Secretary Keene seconded. All approved, none opposed, Vice Chair Peru abstained. Motion carried.

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

Ms. Mazza stated this still has to go to the FMPO for approval. Chair Whelan will send a letter to convey the NAIPTA Board decision.

11. REVIEW FY2020 MARKETING PLAN

-Jacki Lenners, Marketing and Communications Manager

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



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Ms. Lenners noted the FY2020 Marketing Plan was in the agenda packet. This plan guides our marketing efforts for the Fiscal Year. There may be things that come up, and by having this plan it is easier to incorporate those items as they pop up. Some of the goals of the plan are to increase Mountain Line awareness and increase ridership; educate our current riders; promote our role as a community asset; promote specific programs and events, such as New Year's Eve service, Mountain Express Service and Get On Board Day; be more visible to non-riders; and communicate more effectively with employees. There is a mix of advertising and marketing. Staff attend in-person events at schools and in the community. There is a need to get out there and continue to be out in the community. Instagram will be added this year. Jake Bacon was hired to take photos and write some stories about our riders. His first 20 stories are amazing. The first quarterly e-newsletter was sent out last week. Please feel free to forward it to others. Ms. Mazza will be spending some time at the Downtown Connection Center (DCC) interacting with our riders. The school campaign includes some testimonials from parents on why they let their kids ride. She plans to report back with results and pass sales at a later date. A short video was shown. For those not on Instagram, Ms. Lenners will cross-post on Facebook as well. Chair Whelan shared that she had a conversation with Jake Bacon, and he reported he was moved by our operator stories and situations that were handled well. There is good training in place. Director McCarthy also reported an act of kindness he witnessed. One of our male operators, at the Olive Garden stop around lunchtime yesterday, helped an elderly woman board the bus. Ms. Mazza requested the video be pulled to find out who it was that offered assistance. Chair Whelan asked if we could get employers to promote our service. Ms. Lenners stated that approach is on hold until we receive the fare strategies report, which may support more flexibility regarding pass options in the future.

PROGRESS REPORTS:

12. REPORT ON FARE STRATEGIES STUDY

-Heather Dalmolin, Administrative Director

Ms. Dalmolin noted there has been a delay due to dwell time data not being easily retrievable; shown in yellow on her chart in the PowerPoint presentation. The project is an estimated two weeks behind. This probably won't be a significant hold up, but the implementation plan will be delayed. Director McCarthy stated he understands there are some problems created by accepting cash, but he hopes we do not discontinue that option. Ms. Dalmolin said more than 50 percent of our customers pay with cash so we will not stop accepting cash; though we may try to convert more customers to using passes.

13. UPDATE ON BUS RAPID TRANSIT (BRT) PROJECT

-Bizzy Collins, Transit Planner

Ms. Morley reported on behalf of Ms. Collins. She stated this quick update was inform the Board on recent public outreach efforts. She reviewed the public feedback



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PowerPoint slide with the Board which is a screen shot of the responses so far. We are going through the National Environmental Policy Act (NEPA) process and discussing the alignment and some of the potential enhancements. The survey is open through August 30th and she encouraged Board members to share the survey with others. Then staff will run alternatives for stakeholders, mainly the technical group and see which alternative resonates. Then go back to the public and bring it to the Board. She stated staff are working with Mill Town and the City and plan to proceed with bus only lanes and a possible queue jump when the University/Milton alignment is done, which will reduce infrastructure and bring efficiencies. Director McCarthy said he has heard there may be a new Arizona Department of Transportation/Burlington Northern Santa Fe (ADOT/BNSF) bridge over Milton Road. He asked if there would be an opportunity to add lanes in the area for bus only lanes for the BRT if it would that be helpful. Ms. Morley replied that it would be good for the BRT or even just future expansion opportunities.

14. SUMMARY OF CURRENT EVENTS

-Erika Mazza, CEO and General Manager

Ms. Mazza recapped the following current events:

- The Strategic Plan survey is due today! Please take the survey if you haven't.
- BRT survey is being offered through the Flagstaff Community Forum
- Susan Eddy will be here on August 8th touring the BRT alignments
- APTA Peer Review – Here the last of August:
 - Carrie Butler, General Manager of Lextran in Lexington, KY
 - Dawn Disler, Executive Director of Akron Metro RTA in Akron, OH
 - Shawn Donaghy, CEO of C-Tran in Vancouver, WA
- Working on identifying updates TAC and BOD Rules of Procedures
- Mountain Line purchased reusable plates, cups, and cutlery to be used at employee, Board, TAC and other Mountain Line-hosted events
- Process of closing FY2019 year end, the earliest we have ever closed our books
- Awarded 5-year legal contract to Dickinson Wright
- Began procurement for new Compensation Study
- STIC (Small Transit Intensive Cities) bill sponsorship from Representative Stanton and pending Senator Sinema
- Two new ecoPASS programs with developers:
 - The Commons at Sawmill
 - Miramonte at Ponderosa
- Photos were shown of Senator McSally's visit on July 3rd
- A Map of the Museum Community Evacuation Response and Deviations was shown on screen
- Photos of the New Route 8 and new stop at The Standard on August 4th were shown on screen

Vice Chair Peru made a motion to move into Executive Session at approximately 11:35am. Director McCarthy seconded. All approved, none opposed. Motion carried. The Executive Session began a couple minutes later when the room cleared.



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EXECUTIVE SESSION

Executive sessions are closed to the public.

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

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).

Following the conclusion of the Executive Session, the Board reconvened the public meeting at approximately 12:26pm.

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 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 the AECOM Update, Transit Guidelines, Delegation of Authority and Procurement Resolutions, 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.

17. ADJOURNMENT -Chair Whelan adjourned the meeting at approximately 12:26pm.

Jamie Whelan, Chair of the NAIPTA Board of Directors

ATTEST:

Rhonda Cashman, Clerk of the Board



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DATE PREPARED: September 9, 2019

MEETING DATE: September 18, 2019

TO: Honorable Chair and Members of the Board

FROM: Kate Morley, Development Director

SUBJECT: Update on AECOM General Consulting Services Contract Task Orders

RECOMMENDATION:

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

RELATED STRATEGIC WORKPLAN OBJECTIVE

Guiding Principles:

- ❖ Collaborate to enhance service delivery
- ❖ Be fiscally responsible and responsive to changing demographics

BACKGROUND:

On June 21, 2017, the NAIPTA Board of Directors awarded AECOM Technical Services, Inc. (AECOM) a three-year contract to provide necessary on-call Architectural and Engineering services through a General Consulting Services Contract (RSOQ 2017-400). Based on approval of the NAIPTA Board of Directors, NAIPTA CEO and General Manager will authorize Task Orders with AECOM that do not exceed the valuation approved by the Board of Directors at the initiation of each local fiscal year. NAIPTA staff will present quarterly updates on existing and pending Task Orders to the Board of Directors. The Board can call for updates or request more information at any time during this contract. This report is meant to fulfill the quarterly update requirement.

AECOM TASK Orders FY2020:

To date AECOM has already finished work on Task Orders #1: Winslow Ridership Forecasting, #3: Highway 180 and #5 and #7 related to renovation of headquarters last year. Task Orders #2 and #4 were previous program management tasks now represented under task order #13. Task Order #12, for the new Kaspar intersection, was never initiated and is going out to bid. AECOM continues to work on the following projects:

Task Order #6: BRT Project Development

- The BRT project has completed its first phase of public outreach and all alternatives are being screened through evaluation criteria for Stakeholder and Board review prior to seeking additional feedback from the public.

Task Order #8: DCC to 30% Plans





- AECOM has nearly completed site selection analysis. AECOM is on hold until we have formal approval from the City of Flagstaff to proceed before starting concept designs. End date is now April 2020.

Task Order #9: Transit Guidelines

- AECOM has delivered a final draft of the Transit Guidelines, as well as appendices and decision-making matrices, for Board approval.

Task Order #10: NAU Partnership – Milton/Rt 66

- AECOM has submitted a traffic impact analysis (TIA) to ADOT for concepts developed in partnership with NAU. Upon approval of the TIA, final concepts will be developed.

Task Order #11: Bus Stop Amenities (survey/design)

- No work has been completed under this item to date.

Task Order #13: Initiation of Work / Program Management

- A survey of the Kaspar intersection, to be able to give to competitively procured design contractor, was completed.

Task Order #14: Kaspar Intersection Project Management

- A scope of work is still being developed for this Task Order. Anticipated start date is now October.

Task	Project Name	Start Date	End Date	Source Funds	FY2020 Value	Status Update
#6	Bus Rapid Transit (BRT) and Ridership Projections	July 2018	Summer 2020	5307/39	\$1,464,830	Working on final LPA and NEPA
#8	DCC Selection, Design & Preliminary Engineering	July 2018	Apr. 2020	5307/39	\$514,230	Preparing for concept design and NEPA
#9	Transit Guidelines	Nov. 2018	Sept. 2019	5311	\$29,006	Final Draft in Review
#10	NAU Partnership – Milton/Rt 66	Jan. 2019	Nov. 2019	5307/39	\$58,450	Concept design and TIA underway
#11	Bus Stop Amenities (survey/design)	On-going		5310/Local	\$50,000	TBD
#13	Initiation of Work / Program Management	On-going		Varies	\$50,350	On-going
#14	Kaspar Intersection Construction Project Management	October 2019	Nov. 2020	5307/39	\$100,000	Developing scope of work
Total					\$2,266,866	





TAC DISCUSSION:

TAC was supportive of the progress being made on these projects.

FISCAL IMPACT:

The carryover amount of \$2,136,224 from FY2019 was redistributed as these projects are on-going and the Board approved new FY2020 Task Order value totaling \$130,642 at their June meeting. The total valuation will include all sub-consultant and reimbursable costs. Fees incurred throughout the contract term are aligned with NAIPTA's annually approved budget and funding as awarded through competitive grants or as approved from the local transit tax. All projects are based on fund availability and identified within NAIPTA's Financial Plans.

SUBMITTED BY:

Kate Morley
Development Director

APPROVED BY:

Erika Mazza
CEO and General Manager

ATTACHMENTS:

None.





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DATE PREPARED: September 9, 2019
DATE: September 18, 2019
TO: Honorable Chair and Members of the Board
FROM: Estella Hollander, Mobility Planner
SUBJECT: Consider Mountain Line Transit Guidelines

RECOMMENDATION:

Staff recommends the Board of Directors adopt the Mountain Line Transit Guidelines.

RELATED STRATEGIC WORKPLAN OBJECTIVE

Guiding Principles:

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

5 Year Horizon:

- ❖ Apply imagination, creativity and innovation to improve the service we deliver.

BACKGROUND:

On March 20, 2017, NAIPTA was awarded a Section 5305 planning grant from ADOT for First and Last Mile(s) Implementation Plan. Part of the scope of work for the grant was to complete Mountain Line Transit Guidelines (Transit Guidelines) that will provide objective and consistent criteria to evaluate transit service, related transit facilities, and infrastructure for new developments and roadway projects. The goals of the Transit Guidelines include promoting coordination of transit facilities with private and/or public-sector development, developing consistent transit infrastructure, and define operational evaluation criteria to better integrate transit and land use. The main objective is to create an easy to use manual of design criteria. These Transit Guidelines will enable Mountain Line staff to better coordinate with jurisdictional agencies and developers to integrate transit into the built environment.

Mountain Line signed a Task Order with AECOM to help with the development of the Transit Guidelines. The Mountain Line Transit Guidelines include:

- Transit oriented development best practices, including benefits of transit for developers and site planning to support transit;
- Bus stop placement;
- Facilities design;
- Tools for enhancing transit corridors;
- Transportation demand management strategies for developers, including details about the ecoPASS program; and
- Fleet characteristics detailing the type of vehicles Mountain Line operates.



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The Mountain Line Transit Guidelines has met all the project deliverables. The Transit Guidelines are concise and easy to navigate; incorporating elements of City approved plans - such as the City of Flagstaff's High Occupancy Housing Specific Plan and Regional Plan. This document will support Mountain Line staff's decision making by including warrant criterion for bus stop amenities, criteria for when a bus stop is needed, and when transit priority measures are best implemented. This information will be useful for Mountain Line's partners as it will improve consistency on transit related projects. The Transit Guidelines will also be useful for private developers to learn about the benefits of transit, how they can support transit, and understand a variety of transportation demand management strategies that can reduce vehicle trips to and from their development.

TAC DISCUSSION:

TAC asked that the County's planning staff be updated about the Transit Guidelines to ensure they are aware of them, which Mountain Line agreed to do. City staff noted they had only just received the final draft for review. Mountain Line indicated changes could still be made through the Board meeting if they had comments and let them know City staff have had opportunity to review the Transit Guidelines during their development.

ALTERNATIVES:

- 1) **Adopt the Mountain Line Transit Guidelines (recommended):** Staff recommends that the Board of Directors adopt the Mountain Line Transit Guidelines. The Transit Guidelines meet the project deliverables identified in the scope of work and provides consistent criteria for Mountain Line staff and the public to evaluate transit in the future, thus improving coordination with the City and other jurisdictional agencies.
- 2) **Do not adopt the Mountain Line Transit Guidelines (not recommended):** If not adopted, the Board could direct staff to modify the Transit Guidelines for future consideration.

FISCAL IMPACT:

This project was funded through an ADOT 5305 planning grant and is part of the FY2019 and FY2020 budget. The project budget is \$90,072.18 with \$18,014 in local match.

PREPARED BY:

Estella Hollander
Mobility Planner

SUBMITTED BY:

Erika Mazza
CEO and General Manager

ATTACHMENTS:

1. Draft Mountain Line Transit Guidelines

-available upon request



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DATE PREPARED: September 11, 2019

MEETING DATE: September 18, 2019

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, Administrative Director

SUBJECT: Consider Delegation of Authority Resolution 2020-100

RECOMMENDATION:

Staff recommends the Board of Directors approve the Delegation of Authority Resolution 2020-100 authorizing the CEO and General Manager to authorize and execute agreements for transportation projects with public, non-profit and for-profit agencies for a period not to exceed 5 consecutive years and not to 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 activity in the last several months with some of our partners, other public agencies, non-profits and developers, 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 an Intergovernmental Agreement with \$20,000 valuation and a private partnership 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 which provide for Board engagement, and as such are recommending that the Board approve Resolution 2020-100 to delegate



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signature authority to the CEO and General Manager. Most if not all of these small agreements support our mission and our relations with partners without risk to our strategic workplan or services. The authority to authorize and execute these agreements will be limited to commitment of funding that is within the limits as defined in our procurement policies. Staff believe that this Delegation of Authority Resolution clearly defines roles and responsibilities and increases our ability to be agile in responding to community agency and partner requests.

All projects authorized and agreements executed by the CEO and General Manager will be detailed by staff in progress reports to the Board of Directors at monthly meetings.

TAC DISCUSSION:

The Transit Advisory Committee supported the recommendation to the Board of Directors.

ALTERNATIVES:

- 1) **Approve Delegation of Authority of Resolution 2020-100 (recommended):** This resolution provides for an ability to be responsive and agile in meeting needs of our partners and other public agencies in low risk and low contractual cost commitment situations. The Resolution will afford the NAIPTA Board an opportunity to focus and engage in a thoughtful manner on large scale projects, issues, and policies. The Resolution further provides the opportunity for the CEO and General Manager to manage community relations and minor agreements.
- 2) **Do not approve Delegation of Authority Resolution 2020-100 (not recommended):** This alternative is not recommended the Resolution supports Mountain Line's ability to be effective and efficient in making decisions regarding partner and agency agreements necessary to use our programs to support community need.

FISCAL IMPACT:

There is no fiscal impact directly related to Resolution 2020-100. 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:

1) Delegation of Authority Resolution 2020-100

-pages 21-22





RESOLUTION NO. 2020-100

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY (MOUNTAIN LINE) DELEGATING ADDITIONAL AUTHORITY TO THE CEO AND GENERAL MANAGER TO AUTHORIZE AND EXECUTE AGREEMENTS WITH OTHER PUBLIC, NON-PROFIT, AND FOR-PROFIT AGENCIES FOR TRANSPORTATION RELATED PROJECTS.

Whereas the Northern Arizona Intergovernmental Public Transportation Authority (“Mountain Line”) is involved in the community and various partnerships of an increasing number of and complexity in transportation related projects; and

Whereas the Board of Directors (“Board”) devotes a substantial portion of its meeting time to the consideration of agreements with these partner agencies for transportation related projects;

Whereas the Board relies on the CEO and the General Manager in considering and approving agreements for transportation related projects; and

Whereas the Board desires for Mountain Line to more efficiently fulfill its mission to provide transportation solutions to the members of the public it serves; and

Whereas the Board has previously delegated authority to the CEO and the General Manager to authorize agreements and contracts; and

Whereas Arizona Revised Statutes §§ 28-9101, *et seq.* authorize the Board to delegate additional authority to the CEO and the General Manager; and

Whereas delegating additional authority to the CEO and the General Manager will enable Mountain Line to more timely consider agreements for transportation related projects, as well as administer and report to the Board on a whole-project basis; and

Whereas delegating additional authority to the CEO and the General Manager will preserve limited Board meeting time to devote to broad and deep policy and strategy discussions; and

NOW, THEREFORE, be it resolved by the Mountain Line Board of Directors as follows:

That the CEO and the General Manager, is delegated the authority, on the Board’s behalf, to authorize and execute agreements with other public, non-profit, and for-profit agencies for

transportation related projects valued at less than \$100,000, up to an aggregate limit of \$500,000 over a five year period;

As additional projects are established and formally approved by the Board, that the CEO and General Manager may present to the Board additional Delegation Resolutions for each specific agreement which is approved consistent with the delegation of authority set forth in this Resolution; and

That the CEO and the General Manager is authorized to sign such documents in such form as is finally approved and take such actions as are reasonably necessary to effectuate the terms of the agreements; and

That this delegation of authority shall remain in force until revoked by a subsequent, validly passed resolution of the Board.

Passed and adopted by the Mountain Line Board of Directors this ____ day of _____, 20__.

Jamie Whelan, Chair,
NAIPTA Board of Directors

Attest:

Rhonda Cashman, Clerk of the Board

Reviewed as to form:

Dickinson Wright PLLC
Mountain Line General Counsel



DATE PREPARED: September 11, 2019

MEETING DATE: September 18, 2019

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, Administrative Director

SUBJECT: Consider Procurement Resolution 2020-110

RECOMMENDATION:

Staff recommends the Board of Directors approve Procurement Resolution 2020-110 authorizing the CEO and General Manager to 1) authorize and award procurements and 2) execute contracts that support projects that are within the approved fiscal year budget, the 10-year financial plan, and which may be related to the approved annual 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, supplying goods and services necessary to support public transit in and around Mountain Line'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 a month, 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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Staff is recommending Procurement Resolution 2020-110 to authorize the CEO and General Manager to act on behalf of the Board of Directors to approve procurement award recommendations after such procurements are conducted in a manner directed by the purchasing policies and execute contracts with vendors selected as best value after a competitive process. The resolution will be an annual process for projects named and included in the approved fiscal year budget, the 10-year financial plan and where applicable supported by the annual Grant Resolution. These parameters and documents ensure the Board of Directors remain informed on future projects and continue to approve the 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.

Detailed project updates, including contract or procurement decisions, will be made available at the next regular occurring Board Meeting in order to engage the Board in discussion of the projects as a whole.

TAC DISCUSSION:

The Transit Advisory Committee supported the recommendation to the Board of Directors.

ALTERNATIVES:

- 1) **Approve Procurement Resolution 2020-110 (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. Procurement Resolution 2020-110 will afford the NAIPTA Board an opportunity to engage a thoughtful manner on strategic purpose projects, issues, and policies while delegating management of procurements and contracts to the CEO and General Manager.
- 2) **Do not approve Procurement Resolution 2020-110 (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 align with Board meetings and as such may cost staff and projects time, and such Board consideration will consume time at Board meetings that could otherwise be used for strategic planning and engagement.

FISCAL IMPACT:

There is no additional fiscal impact directly related to approving Procurement Resolution 2020-110 as the resolution reflects projects approved in the annual fiscal year budget and 10-year financial plan. The resolution offers 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.



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APPROVED BY:

Heather Dalmolin, Administrative Director

Erika Mazza, CEO and General Manager

ATTACHMENTS:

- 1) Procurement Resolution 2020-110
- 2) FY2020 Annual Budget, Project List
- 3) FY2020 Financial Plan, excerpt

-pages 26-27
-available at meeting
-available at meeting



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RESOLUTION NO. 2020-110

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY (MOUNTAIN LINE) DELEGATING ADDITIONAL AUTHORITY TO THE CEO AND GENERAL MANAGER TO PROCURE BIDS AND PROPOSALS, GRANT AWARDS, AND AUTHORIZE CONTRACTS FOR TRANSPORTATION PROJECTS FOR FISCAL YEAR 2020 (2019 – 2020).

Whereas the Northern Arizona Intergovernmental Public Transportation Authority (“Mountain Line”) is involved in the procurement and completion of an increasing number of and complexity in transportation projects; and

Whereas the Board of Directors (“Board”) devotes a substantial portion of its meeting time to the consideration of procurements, contracts, and contract amendments for transportation projects;

Whereas the Board relies on the CEO and the General Manager in considering and approving procurements, contracts, and contract amendments for transportation projects; and

Whereas the Board desires for Mountain Line to more efficiently fulfill its mission to provide transportation solutions to the members of the public it serves; and

Whereas the Board has previously delegated authority to the CEO and the General Manager to issue and award procurements and authorize contracts; and

Whereas Arizona Revised Statutes §§ 28-9101, *et seq.* authorize the Board to delegate additional authority to the CEO and the General Manager; and

Whereas delegating additional authority to the CEO and the General Manager will enable Mountain Line to more timely consider awards, contracts, and amendments, as well as administer and report to the Board on a whole-project basis; and

Whereas delegating additional authority to the CEO and the General Manager will preserve limited Board meeting time to devote to broad and deep policy and strategy discussions; and

Whereas the Board has reviewed a list of projects based on Mountain Line’s fiscal year budget, this fiscal year Grant Resolution, and long-term financial plan;

NOW, THEREFORE, be it resolved by the Mountain Line Board of Directors as follows:

That the CEO and the General Manager, is delegated the authority, on the Board's behalf, to issue procurement requests and grant awards valued at less than each project as in approved budget, up to an aggregate limit of the total authorized budget amount for fiscal year 2020 (2019-2020);

That the CEO and the General Manager is delegated the authority, on the Board's behalf, to sign and enter into on the Board's behalf, individual contracts and/or agreements valued at less than each project as in approved budget, up to an aggregate limit of the total authorized budget amount for fiscal year 2020 (2019-2020); and

As the budget for additional projects are established and formally approved by the Board, that the CEO and General Manager may present to the Board additional Delegation Resolutions for each specific project for which the budget is approved consistent with the delegation of authority set forth in this Resolution; and

That the CEO and the General Manager is authorized to sign such documents in such form as is finally approved and take such actions as are reasonably necessary to effectuate the terms of the awards, contracts, services and/or agreements; and

That the CEO and the General Manager, together with the Mountain Line Staff and General Counsel, shall revise the Mountain Line Purchasing Policy to reflect the delegations of authority and procedures as set forth in this Resolution;

That any procurement decisions that are protested or appealed will continue to be brought before the Board for formal action and resolution of the protest consistent with the Mountain Line Purchasing Policy; and

That this delegation of authority shall remain in force until the end of fiscal year 2020 (2019-2020) or until revoked by a subsequent, validly passed resolution of the Board.

Passed and adopted by the Mountain Line Board of Directors this ____ day of _____, 20__.

Jamie Whelan, Chair,
NAIPTA Board of Directors

Attest:

Rhonda Cashman, Clerk of the Board

Reviewed as to form:

Dickinson Wright PLLC
Mountain Line General Counsel



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DATE PREPARED: September 11, 2019

MEETING DATE: September 18, 2019

TO: Honorable Chair and Members of the Board

FROM: Erika Mazza, CEO and General Manager

SUBJECT: Update to Mountain Line's Strategic Work Plan

RECOMMENDATION:

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

BACKGROUND:

The NAIPTA Board of Directors (Board) and the Transit Advisory Committee (TAC) met on December 6, 2018 for NAIPTA's 2019 Strategic Advance and at the May 15, 2019 Joint Meeting to discuss developing a new 5-year Strategic Plan. The meetings focused on the goal of strengthening overall relationships, developing an understanding of Mountain Line's current and future challenges, and developing a new Work Plan for the 2019 calendar year. Based on previous Board direction and staff support, Mountain Line desires to develop a more comprehensive Strategic Plan document that includes developing specific goals, objectives, performance measures, and providing linkages to community goals. Subsequently, the NAIPTA Board will then approve annual work plan items and timelines that are coordinated with an annual budget development.

Staff selected The Rayvan Group, LLC to assist with developing Mountain Line's Strategic Plan. The Rayvan Group has worked with local non-profits and government entities to develop strategic visions, budgets, fundraising techniques, and has assisted with board development. Jarrett Ransom will be guiding Mountain Line's Strategic Plan development.

Between the May Joint Meeting and the October 3rd Strategic Advance, staff, along with The Rayvan Group, will guide the development of Mountain Line's Strategic Plan. This plan development process centers around what constitutes a successful plan, development of the specific process, establishing Board priorities, and developing the framework for specific content.

The timeline for the Strategic Plan development is framed as follows:

At the May Joint meeting, Ms. Ransom walked NAIPTA TAC and Board through identifying what a successful plan looks like for Mountain Line. Subsequently, staff requested additional survey response to establish goal priorities and will develop the framework for the Strategic Plan. Through this information, draft goals and objectives will be prepared for review and adoption at the October Advance.



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The October Strategic Advance meeting will focus on finalizing goals and objectives, identify performance measure parameters, and confirm linkage to broader community goals. In addition, there will be a focus on the annual work plan items which will afford Mountain Line staff the opportunity to link the annual work plan to the FY2021 budget development.

TAC DISCUSSION:

Ms. Dalmolin asked TAC members to be prepared to work on the Strategic Work Plan at the Advance. There was no discussion and no questions.

FISCAL IMPACT:

Although creating a Strategic Work Plan has no immediate costs associated, the costs associated with developing the plan with The Rayvan Group, LLC is within our overall budget for programs and services. Moving forward, implementation of projects will have financial impacts to our current and future budgets. The details of the financial impacts will be explored further in the October Joint Meeting and during the FY2021 budgeting process. The NAIPTA TAC and Board can assume that all objectives within the Strategic Work Plan will be brought forth in a manner that fully explores all opportunities and impacts prior to implementation.

SUBMITTED BY:

Erika Mazza
CEO and General Manager

ATTACHMENTS:

None



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NAIPTA MEMORANDUM

DATE: September 18, 2019

TO: Honorable Chair and Members of the Board

FROM: Samuel Short, Safety and Training Manager

SUBJECT: Report on Public Transportation Agency Safety Plan (PTASP)

In July 2018 Mountain Line staff were notified by the Federal Transit Administration (FTA) that all transit agencies who are recipients or subrecipients of Federal financial assistance under FTA's Urbanized Area Formula Program, must develop, certify and implement a Public Transportation Agency Safety Plan or "PTASP". The PTASP must be completed by July 19, 2020. The Federal Transit Administration's PTASP rule is designed to implement an innovative approach to improving transit safety and is founded on Safety Management Systems (SMS) principles and methods. The PTASP is risk and performance based and designed to be flexible and scalable to fit the needs of different sized transit agencies. The FTA and safety community believe that the current industry approach to safety has taken us as far as it can. Based on the increasing complexity of technology, industry safety performance and identified safety gaps/challenges, there is a need for an integrated system.

Since the PTASP is founded on the principles and methods of the Safety Management System or SMS, it is helpful to know what the definition of SMS is: SMS is the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards. SMS is about applying resources to risk and is based on ensuring that a transit agency has the organizational infrastructure to support decision-making at all levels regarding the assignment of resources. Some key benefits of SMS include:

- Defined roles and responsibilities
- Strong executive safety leadership
- Formal safety accountabilities and communication
- Effective policies and procedures
- Active employee involvement





SMS is a nationally recognized management system and is an effective tool for managing safety risk, guiding investments and dealing with change. The SMS framework is broken down in to 4 main components, which are:

- **Safety Management Policy** – The Safety Management Policy component consists of the Safety Management Policy Statement, safety accountabilities and responsibilities, integration with public safety and emergency management and SMS documentation and records.
- **Safety Risk Management** – Safety Risk Management consists of hazard identification and analysis and safety risk evaluation
- **Safety Assurance** – The Safety Assurance component consists of safety performance monitoring, management of change and continuous improvement.
- **Safety Promotion** – The Safety Promotion component consists of safety communication and competencies and training

Staff will bring additional updates in the coming months, as each of these 4 components has numerous sub-components. Since being notified that we will be required to complete a new safety plan by July 19, 2020, Staff have attended numerous trainings hosted by FTA to begin the process of adopting our own PTASP.

The next steps in this process will be as follows:

- Identify safety roles, responsibilities and key stakeholder groups
- Identify key staff to support implementation and ensure they receive safety training
- Develop a plan for implementation
- Engage all staff in the development of the safety plan
- Recommend adoption of the PTASP by the NAIPTA Board



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

ITEMS:	WHO & WHAT:
Safety Minute	
NAIPTA FY2019 Annual Report	Heather D - D/A
Midterm Transit Plan/BRT Update	Kate/Bizzy- D/A
Financial Overview – Sustainable Future	Heather D - D/A
Strategic Work Plan	Erika/Jarrett - D/A
Procurement/Signature Delegation of Authority Updates (If Resolutions Approved in September) – Add to every agenda	Erika- PR
Current Events	Erika - PR
November/December Agenda Calendar	
Strategic Workplan	

November: TAC Meeting is Thursday, 11/7 Board Meeting is Wednesday, 11/20

ITEMS:	WHO & WHAT:
Safety Minute	
Strategic Work Plan Objectives	Erika - D/A
Mountain Line Re-Branding	Jacki - D/A
On-Demand Plan	Estella - D/A
Fare Study Adoption Report	Heather D -D/A
Grant Award Update	Heather D - PR
Budget Kickoff	Heather D - PR
Service Change Update	Kate - PR
Student Pass Update	Jacki - PR
Employee Satisfaction Survey	Danelle - PR
Procurement/Signature Delegation of Authority Updates (If Resolutions Approved in September) – Add to every agenda	Erika- PR
Current Events	Erika - PR
Possible Executive Session for DCC Discussion	Erika/Board Chair
December/January Agenda Calendar	
Strategic Workplan	



2019 Strategic Work Plan

MISSION

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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.



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