



## Board of Directors and Transit Advisory Committee Strategic Policy Advance Minutes for Thursday, October 3, 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 and Transit Advisory Committee met in Joint Session on Thursday, October 3, 2019 at 9:00am in the Community Room at the Flagstaff Aquaplex, 1702 N. Fourth Street, Flagstaff, AZ 86004.

Members of the Board and TAC attended in person. Some members of the Mountain Line staff also attended in person. The public was invited to observe and participate in the meeting at the address above.

### **PRESENT:**

#### *BOARD MEMBERS PRESENT:*

Jamie Whelan (Chair), City Council, City of Flagstaff;  
Steve Peru (Vice Chair), Chief Development and Government Relations Officer, CCC, designee;  
Art Babbott, Board of Supervisors, Coconino County, left at approximately 12:15pm;  
Jim McCarthy, City Council, City of Flagstaff;  
Daniel Okoli, Vice President of Capital Planning and Campus Operations, NAU, alternate;  
*\*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;

#### *TAC MEMBERS PRESENT:*

Greg Clifton, City Manager, City of Flagstaff;  
Dave Wessel, Manager, FMPO;  
Christopher Tressler, County Engineer, Coconino County, alternate;  
Judy Manor, Assistant Director of Campus Shuttle Services, NAU, alternate;  
Kurt Stull, Executive Director of Facilities and Security, CCC, designee;  
Paul Wagner, Citizen Representative, City of Flagstaff;  
Mystery-Lynn Freitas, ASNAU Chief of Staff, NAU, designee, arrival at approximately 9:45am and left at approximately 11:45am  
*\*Five of our eight TAC member seats must be present to constitute a quorum.*

#### *TAC MEMBERS EXCUSED:*

Gillian Thomas (Chair), Citizen Representative, Coconino County;  
James Jayne, County Manager, Coconino County;  
Lucinda Andreani, Deputy County Manager, Coconino County, designee;





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Erin Stam (Vice Chair), Director of Parking and Shuttle Services, NAU, designee;  
T. Paul Thomas, Business Representative, Northern Arizona Leadership Alliance;  
Tim Kinney, Business Representative, Northern Arizona Leadership Alliance, alternate

### *MOUNTAIN LINE STAFF PRESENT:*

Erika Mazza, CEO and General Manager;  
Heather Dalmolin, Administrative Director;  
Jim Wagner, Operations Director;  
Kate Morley, Development Director;  
Jacki Lenners, Marketing and Communications Manager;  
Wade Forrest, Facilities Manager;  
Jon Matthies, IT Manager, left at approximately 9:20am;  
Rhonda Cashman, Executive Assistant and Clerk of the Board;  
Scott Holcomb, NAIPTA Attorney

### *GUESTS PRESENT:*

Matt Ryan, Board of Supervisors, Coconino County, alternate;  
Austin Aslan, City Council, City of Flagstaff, alternate;  
Shane Dille, Deputy City Manager, City of Flagstaff, designee;  
Andrew Iacona, Facility Services Project Manager, NAU;  
Jarrett Ransom, President and CEO, The Rayvan Group

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## AGENDA

1. Call to Order – Chair Whelan called the meeting to order at approximately 9:06am.
2. Safety Minute – Mr. Forrest explained what to do in case of emergency as the meeting was held off-site at a new location.
3. Welcome and Introductions/Roll Call – Chair Whelan welcomed the group. She said these are pretty exciting times. She hoped that everyone would feel at home, speak up and share their thoughts. This was a day to work together toward a fantastic future. We went around the room for attendee introductions/roll call.
4. Board of Director's Business Meeting
  - a. APPROVE BOARD MINUTES 9/18/2019

Director Babbott moved to approve the September 18, 2019 minutes. Vice Chair Peru seconded. There was no discussion. All approved, none opposed. Motion carried.



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NAME	YES VOTE	NO VOTE
Jamie Whelan	X	
Steve Peru	X	
Art Babbott	X	
Jim McCarthy	X	
Daniel Okoli	X	

b. CALL TO THE PUBLIC

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

DISCUSSION / ACTION ITEM:

c. CONSIDER THE FY2019 ANNUAL REPORT

-Heather Dalmolin, Administrative Director

Staff recommends the Board of Directors approve the FY2019 Annual Report and authorize staff to submit the report to the State of Arizona and partner agencies as required in the Master IGA.

Ms. Dalmolin reviewed PowerPoint slides with the Board and TAC regarding the FY2019 Annual Report: FY2019 Year in Review, Summary of Programs, and Financial Summary. Chair Whelan asked about the ridership decrease in May and June. Ms. Dalmolin replied it is expected when school gets out. Director McCarthy commented on the new carryover balance being allowed for the taxi program. No more use it or lose it. He is receiving positive feedback about this change. Vice Chair Peru moved to approve the Annual Report as presented. Director McCarthy seconded. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Jamie Whelan	X	
Steve Peru	X	
Art Babbott	X	
Jim McCarthy	X	
Daniel Okoli	X	

- Goals for today – Ms. Mazza shared some nationwide transit news. She said there is a great deal of creative thinking going on around the country right now. She noted there are handouts at each seat. She challenged the group to achieve four goals by the end of the Advance: Develop Goals and Objectives for the Strategic Plan, Discuss Tasks to be Developed for the November Meeting, Explore Financial Opportunities, and Identify Performance Measures.
- Update on the 5-Year Transit Plan – Ms. Morley shared the status of the current 5-Year Transit Plan with the group via a PowerPoint presentation. The Plan was adopted by the Board in December 2017. Transit supports many local community goals and policies. This August we were able to implement service changes recommended in the short-term plan. The mid-term plan focuses on frequency and the necessary funds to implement it were part of



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Proposition 421 which failed by a narrow margin at the polls last November. There was a lengthy discussion regarding capital costs for improvements; fares collected; regional service request process, i.e. Prescott, Winslow and possibly Sedona again; on-demand service; collaboration with Southeastern Arizona Government Organization (SEAGO) for training; and Bus Rapid Transit for increased frequency, a good example of how this works was last season with Mountain Express.

7. Financial Overview – Ms. Dalmolin explained some history of the transit tax through PowerPoint slides. She shared information on the Small Transit Intensive Cities (STIC) funding history and mentioned the current Federal proposal that supports a 1% increase. She noted the fund balance is after the capital set aside for bus replacement. There was a brief discussion about the current lack of dedicated state transit funding and ways where we can make changes to create greater efficiencies with our revenue: hire more full time operators and reduce overtime; develop a more cost-effective approach for required paratransit services; strategize with community partners on ways to increase the talent pool for Commercial Driver's License (CDL) positions; complete a Capital and Operating Analysis; complete a compensation study; evaluating fare structure and fare rates; and determine what additional transit funding is necessary.
8. Review progress on 2019 Strategic Plan: Key Recommendations – Ms. Mazza stated there has been progress on every key initiative in the Strategic Work Plan. She reviewed them all briefly and referred attendees to their handout.
9. Strategic Plan – Ms. Ransom had two questions for the group: If you have not rode the bus in the last week, why not? If you recently rode the bus, what did you enjoy about the experience? Responses to these questions were placed on two flip charts for later review. She reported she made a word cloud from the survey responses that were completed in July and August. The words that showed up the most were in a larger font size and bolder color. She reviewed the timeline for the Strategic Work Plan process. Six goals were identified from the summary of previous work completed by the Board, TAC, and Staff. She stated our mission and vision will stay the same. We are working on the identified goals and objectives today. Then in November, we will work on the tasks and outcomes. A staff member was assigned to each goal. They each provided objectives and potential tasks to be considered. Goal #1 – Service Excellence was assigned to Ms. Morley. She presented her three objectives and there was a lengthy discussion on this topic.
10. Lunch break was at approximately 12:00-12:30pm.
11. Strategic Plan continued – Staff resumed reporting on goals. Goal #2 – Stewardship of Resources was assigned to Mr. Forrest. He presented his two objectives and there was a brief discussion. Goal #3 – Invest in Mountain Line Workforce was assigned to Ms. Dalmolin. She presented her three objectives and there was a brief discussion. Goal #4 – Enhanced Safety Culture was assigned to Mr. Wagner. He communicated his three objectives and a lengthy discussion ensued. Goal #5 – Community Engagement was assigned to Ms. Lenners. She reported her three objectives and there was a brief discussion. Goal #6 – Fiscal



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Responsibility was assigned to Ms. Mazza. She reviewed her three objectives and there was a lengthy discussion on this topic.

12. Performance Measures: Discussion on Key Performance Indicators – This discussion was postponed to the November Board meeting.

### SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

#### November/December Working Agenda

##### Strategic Workplan

The next TAC meeting will be November 7, 2019 and will be a WebEx meeting based in Flagstaff in the NAIPTA Training Room, 3825 N. Kaspar Dr., (parking will be available at 3773 N. Kaspar Dr.), Flagstaff, AZ 86004 at 10am. The public is invited to attend. November agenda items will include but not be limited to the Budget Kickoff, Fare Study Report, Mountain Line Brand, On-Demand Plan, Strategic Work Plan Objectives, Employee Satisfaction Survey, Student Pass Update, Grant Award Notification, NAU Campus Entry Study - Close Intergovernmental Agreement (IGA), McConnell/Social and Behavioral Sciences (SBS) Progress Update and Possible Executive Session for Real Estate Discussion. 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 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., (parking will be available at 3773 N. Kaspar Dr.), Flagstaff, AZ 86004 at 10am. The public is invited to attend. November agenda items will include but not be limited to the Budget Kickoff, Fare Study Report, Mountain Line Brand, On-Demand Plan, Strategic Work Plan Objectives, Employee Satisfaction Survey, Student Pass Update, Grant Award Notification, NAU Campus Entry Study - Close Intergovernmental Agreement (IGA), McConnell/Social and Behavioral Sciences (SBS) Progress Update and Possible Executive Session for Real Estate Discussion. 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. Chair Whelan made some closing remarks and the meeting was adjourned at approximately 1:55pm.

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Jamie Whelan, Chair, NAIPTA Board of Directors

ATTEST:

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Rhonda Cashman, Executive Assistant and Clerk of the Board



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