



Northern Arizona Intergovernmental Public Transportation Authority

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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, November 20, 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 JOINT BOARD AND TAC ADVANCE MINUTES ON
10/3/2019 -pages 5-9

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 MOUNTAIN LINE BRAND -pages 10-11
-Jacki Lenners, Marketing and Communications Manager
The Board may provide direction, but there is no recommendation from staff at this time.

7. CONSIDER MOUNTAIN LINE ON-DEMAND FEASIBILITY STUDY
-Estella Hollander, Mobility Planner -pages 12-14
Staff recommends the Board of Directors adopt the Mountain Line On-Demand Feasibility Study.

8. REVIEW THE BUDGET PROCESS AND KICK-OFF FY2021 BUDGET
-Heather Dalmolin, Administrative Director -pages 15-16
The Board may provide direction, but there is no recommendation from staff at this time.

9. CONSIDER MOUNTAIN LINE 2020 STRATEGIC PLAN -pages 17-24
-Erika Mazza, CEO and General Manager
Staff recommends the Board of Directors adopt the Mountain Line 2020 Strategic Plan.

10. CONSIDER SERVICE PRIORITIZATION FOR FUTURE FUNDING
-Kate Morley, Development Director -pages 25-29
Staff recommends the Board of Directors approve service priorities for targeted transportation investments and to provide guidance on future funding opportunities.



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- 11. UPDATE TO THE FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION (FMPO) EXECUTIVE BOARD SEAT REQUEST -pages 30-33
-Erika Mazza, CEO and General Manager
Staff recommends the NAIPTA Board of Directors provide direction to the FMPO staff and Executive Board on exact language for the Master IGA regarding the inclusion of NAIPTA on the FMPO Executive Board.

PROGRESS REPORTS:

- 12. STUDENT PASS UPDATE -pages 34-35
-Jacki Lenner, Marketing and Communications Manager
- 13. 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)(3), (4) and (7) for the following purposes:

- 1. 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.

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

December/January Working Agenda -page 36

The next Board meeting will be December 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. December agenda items will include but not be limited to the Electrification Plan, Fare Study Implementation Plan, American Public Transportation Association (APTA) Outcome of Peer City Review, Bus Rapid Transit (BRT) Update, Review FY2020 and FY2021 Meeting Calendars, Appoint Business or Economic Development TAC Member,



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Employee Satisfaction Survey, Service Change Update, Annual Cybersecurity Update, McConnell/Social and Behavioral Sciences (SBS) Progress Update, NAU Campus Entry Study Update, Next Steps on Northern Arizona University (NAU) Bus Facility and a Possible Executive Session for the Downtown Connection Center (DCC) Discussion. The December agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

14. ADJOURNMENT



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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

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.

Jamie Whelan, Chair, NAIPTA Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board



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DATE PREPARED: November 8, 2019

DATE: November 20, 2019

TO: Honorable Chair and Members of the Board

FROM: Jacki Lenners, Marketing & Communications Manager

SUBJECT: Update on Mountain Line Brand

RECOMMENDATION:

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

RELATED STRATEGIC WORKPLAN OBJECTIVE

Guiding Principles:

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

5 Year Horizon:

- ❖ 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 community.

BACKGROUND:

The Mountain Line brand was created in 2001, as a division of Coconino County. The Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA) was formed in 2006. Although Mountain Line is the brand, the organization has consistently used NAIPTA to identify itself to the public. In addition, several separate sub-brands have been created over the years – Mountain Lift, Mountain Link, etc. This adds up to a lack of solid brand identity and can occasionally create confusion with the public.

With input and approval from staff and Board, the agency decided to move away from referring to itself as NAIPTA (except where necessary from a legal/procedural standpoint) and be solely known as Mountain Line. This transition will be a multi-year endeavor that includes every division within the organization. Fiscal Year 2020 is a foundational year where Mountain Line will make incremental changes when opportunities present themselves, and plan from a budget and time perspective to make the larger scale changes in Fiscal Year 2021. This coincides with the 20-year anniversary of Mountain Line in 2021.

In order to establish a strong Mountain Line brand identity, several smaller changes have already taken place. For example:

- The Front Desk now answers the phone “Thank you for calling Mountain Line”.
- Elimination of Mountain Link branding in favor of calling it Mountain Line Route 10.
- Arizona Daily Sun agreed to our request to refer to the organization as Mountain Line in newspaper articles.



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- New Ride Guide and shelter posters (printed in August 2019) eliminated references to NAIPTA.

The Marketing division will work with all other divisions to compile a list of additional items that need to be updated over the coming 18 months. If there is a budget implication, staff will generate an Increment Request to ask for additional funds during the Mountain Line budget process. Anticipated requests include:

- Re-wrap of all paratransit vehicles to transition from Mountain Lift to Mountain Line Paratransit.
- New uniforms for employees that include the Mountain Line logo. All new employees from this point forward will receive a Mountain Line uniform, but there will be a majority still in a NAIPTA uniform.
- Update interior and exterior office signage.
- Update letterhead, business cards, forms (any forms that are being reprinted are being assessed to ensure the proper logo is used)
- Consideration of new employee email addresses (emazza@mountainline.az.gov instead of emazza@naipta.az.gov).

The NAIPTA logo and brand has permeated our organization, so the changeover to Mountain Line will take time. This will be time well-spent as Mountain Line strives to build a stronger reputation in the community and ensure that the name “Mountain Line” is known as THE transit system in Flagstaff.

TAC DISCUSSION:

There was no discussion on this item at the Transit Advisory Committee meeting.

FISCAL IMPACT:

The fiscal impact will be better understood as staff submit Increment Requests through the FY2021 budget process, and the Board will be involved in all budget discussions.

PREPARED BY:

Jacki Lenners
Marketing & Communications Manager

SUBMITTED BY:

Erika Mazza
CEO and General Manager



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DATE PREPARED: November 8, 2019

DATE: November 20, 2019

TO: Honorable Chair and Members of the Board

FROM: Estella Hollander, Mobility Planner

SUBJECT: Consider Mountain Line On-Demand Feasibility Study

RECOMMENDATION:

Staff recommends the Board of Directors adopt the Mountain Line On-Demand Feasibility Study.

RELATED STRATEGIC WORKPLAN OBJECTIVE

Guiding Principles:

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

5 Year Horizon:

- ❖ Apply imagination, creativity and innovation to improve the service we deliver.
- ❖ Develop an On-Demand Study and identify implementation strategies for testing pilot programs that enhance our service to the community.

BACKGROUND:

As new mobility service providers disrupting transportation services with cutting edge technology emerge, there is a growing trend for public transit agencies to partner with these private companies to enhance existing public transit services. Such partnerships tend to focus on On-Demand services that can be called on in real-time such as subsidizing Transportation Network Companies (TNC), like Uber and Lyft, trips to connect to a transit stop or implementing an in-house microtransit program through a software partnership that allows agency vehicles to be summoned on-demand. On-Demand transportation is defined as a flexible, real-time, hailed transportation option which utilizes emerging technologies and private sector partnerships.

On March 20, 2017, Mountain Line was awarded a Section 5311 planning grant from ADOT for First and Last Mile(s) Implementation Plan. Part of the scope of work for the grant was to complete the Mountain Line On-Demand Feasibility Study (On-Demand Study) to analyze the cost, considerations, and benefits of implementing an On-Demand service within the existing Mountain Line service area. This On-Demand Study analyzes both microtransit and TNC partnerships with three different goals in mind:

- 1) To provide a cost-effective solution in areas along low performing routes;
- 2) To provide a level of service where there is currently no fixed-route transit, both spatially and temporally; and,
- 3) To provide a first mile-last mile connection to fixed-route.



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The Mountain Line On-Demand Feasibility Study includes:

- Description of On-Demand strategies and applicability of each strategy;
- Existing condition analysis consisting of three different analyses: route performance, identifying geographic gaps, and temporal gaps within Mountain Line's system;
- Program design for five different On-Demand programs which would meet the three goals for implementing an On-Demand program along with projected performance measures;
- Implementation chapter which includes recommendations, program phases, implementation timeline, five-year budget, funding opportunities, policy considerations, and marketing strategy.

The Mountain Line On-Demand Feasibility Study has met all the project deliverables and provides recommendations for implementing On-Demand programs within the Mountain Line's system. The On-Demand Study also provides an overview of private technology providers, lessons learned from peer city research, and tools for future On-Demand program development, including a rationale for determining number of vehicles and estimated fixed-route costs within the Mountain Line boundary, which can inform decision making if additional On-Demand areas are considered.

The next steps for the On-Demand Study is to publish a request for information (RFI) for private software companies to implement a small-scale microtransit demonstration. The first On-Demand program to be considered is the Thorpe Loop program, a microtransit program replacing a section of Route 5. This program provides a variety of benefits to the Mountain Line system and its customers. In addition, this area has the highest activity of paratransit pickups, so it would be a good testing ground to understand if paratransit vehicles can be utilized for a microtransit program. The demo would be between a small group of people, for example Clark Homes residents, to understand the type of demand from this development and if existing paratransit vehicles in the field can provide trips during down time. If this is successful, a larger scale demonstration, marketed throughout the city could be for six months to a year.

TAC DISCUSSION:

The Transit Advisory Committee was supportive of the plan and had some clarifying questions regarding implementation and prioritization which are answered in the study. This study provides recommendations if NAIPTA were to implement such services in the future when funding becomes available.

ALTERNATIVES:

- 1) **Adopt the Mountain Line On-Demand Feasibility Study (recommended):** Staff recommends that the Board of Directors adopt the Mountain Line On-Demand Feasibility Study. The Study meets the project deliverables identified in the scope of work and provides the information to determining the feasibility of On-Demand strategies in Mountain Line's boundary.
- 2) **Do not adopt the Mountain Line On-Demand Feasibility Study (not recommended):** If not adopted, the Board could direct staff to modify the On-Demand Study for future consideration. This decision would also put a stop to implementing a small-scale microtransit demonstration.



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FISCAL IMPACT:

This project was completed in-house with support for staff time funded through a Section 5311 planning grant awarded by ADOT for a First and Last Mile(s) Implementation Plan and was part of the FY2019 and FY2020 budgets. Implementing the programs identified in the On-Demand Plan tie into the overall service priorities and rely on future funding. To achieve coverage goals in Flagstaff, On-Demand transportation can be a more cost-effective solution than implementing fixed-route.

PREPARED BY:

SUBMITTED BY:

Estella Hollander
Mobility Planner

Erika Mazza
CEO and General Manager

ATTACHMENTS:

- 1. Draft Mountain Line On-Demand Feasibility Study -separate from packet





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DATE PREPARED: November 8, 2019

MEETING DATE: November 20, 2019

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, Administrative Director

SUBJECT: Review the Budget Process and Kick-Off FY2021 Budget

RECOMMENDATION:

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

BACKGROUND:

As required by A.R.S., Mountain Line must adopt the fiscal budget on or before July 1 of each new fiscal year. Accordingly, Mountain Line has considered and adopted the new budget in June of each year, giving staff time to work through programming needs and time to set up the new budget. As we work towards adopting the Mountain Line 2020 Strategic Plan and forming priorities for the FY2021 budget, we wanted to pause to review our typical budget process and ensure we are providing a schedule and plan that provides the Board of Directors with adequate information in the months leading up to the request to adopt the budget. The goal of this process should provide the Board with a level of confidence in the information shared, the development of the proposed budget, and identified funding sources, ultimately leading to the approval of the Mountain Line FY2021 Budget in June of 2020.

A typical timeline for the budget process is as follows:

| | |
|------------------------|---|
| November thru December | Review of City of Flagstaff Revenue Projections |
| December to January | Development of base budget and increments |
| January/February | Budget requests to partner agencies for local funding |
| March | Presentations to partners |
| April | Final revisions and carryovers; Budget considerations and message to Mountain Line Board |
| May | Presentation to TAC/Board at Joint Meeting |
| June | Mountain Line budget adoption |

Information typically presented and reviewed in the process:

- Status of revenues and projection of future revenues
- Current and prior year performance, including budget and actual expense information
- Review projects, operating changes, and tasks from the Strategic Plan for alignment of priorities
- Review of employee pay plan and overall benefit programs
- Review of capital programs, including potential carryover needs
- Summary budget review, evaluation of change as total and percent
- Summary of 5-year financial plan and sustainability of budget



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Bringing this process to the TAC and Board now, affords staff the ability to incorporate additional information into the process used over the next several months, future presentations, and within the budget documents. Staff is seeking input regarding information presented and additional information that may improve our presentations. Once the process is formalized, Mountain Line staff will move forward with kicking off the budget.

TAC DISCUSSION:

The Transit Advisory Committee received the review and Advisor Dille brought forward concerns with identified timing of review of City of Flagstaff revenue projections as the City is anticipating that the most accurate projections won't be available until February. Ms. Dalmolin recognized the concern, confirming City staff had provided similar update recently and that Mountain Line will do everything possible to test proposed budget against most accurate revenue projections while meeting the budget request deadlines as set by our partners.

FISCAL IMPACT:

The budget process shall result in adoption of the FY2021 Budget. The process itself has no anticipated fiscal impact as staffing and resources exist to facilitate this process.

APPROVED BY:

Heather Dalmolin, Administrative Director

Erika Mazza, CEO and General Manager

ATTACHMENTS:

None.



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DATE PREPARED: November 8, 2019

MEETING DATE: November 21, 2019

TO: Honorable Chair and Members of the Board

FROM: Erika Mazza, CEO and General Manager

SUBJECT: Consider Mountain Line 2020 Strategic Plan

RECOMMENDATION:

Staff Recommends the Board of Directors adopt the Mountain Line 2020 Strategic Plan.

BACKGROUND:

The NAIPTA Board of Directors (Board) and the Transit Advisory Committee (TAC) met on December 6, 2018 for NAIPTA's 2019 Strategic Advance, then at the May 15, 2019 Joint Meeting to discuss developing a new Strategic Plan, and at the October 3, 2019 Strategic Advance where the framework and outline for the 2020 Strategic Plan was presented. The Mountain Line 2020 Strategic Plan is the roadmap for improving public transportation within the Flagstaff region over the next 5 years. Policies, workflow, and investments made by Mountain Line will be driven by the Strategic Plan. The Mountain Line 2020 Strategic Plan (the Strategic Plan) contains a set of Goals and within each of the Goals there are identified Objectives, and actionable Strategies and Tasks, which are focused on work products over the next 18-months. In order to make sure we stay on track, staff will develop key performance indicators that measure our progress and where applicable, benchmark us against our historical markers and/or our peers.

At the October 3rd Strategic Policy Advance, Mountain Line received guidance from the NAIPTA Board to continue the path for a more comprehensive Strategic Plan that includes 6 Goals with accompanying Objectives and Tasks. Development of the Strategic Plan has been done in consideration of existing community transportation goals, as staff feel it is important to tie our work priorities to these community goals for the areas we serve with transit. The Strategic Plan will also inform priorities for the annual budget setting process to ensure we are capturing resources, committing to projects, and pursuing funding opportunities. Lastly, the Strategic Plan is to include key performance indicators (KPI) to measure progress as well as success. Discussion regarding what KPI are needed for the Strategic Plan was tabled due to lack of time at October 3rd Advance and staff will be presenting proposed KPIs as part of the Strategic Plan implementation.

TAC DISCUSSION:

The Transit Advisory Committee was supportive of the efforts and the Strategic Plan as presented.



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ALTERNATIVES:

- 1) **Adopt the Mountain Line 2020 Strategic Plan (recommended):** Staff recommends that the Board of Directors adopt the Mountain Line 2020 Strategic Plan. The Strategic Plan provides goals for the 5-year horizon and includes through identified Tasks, direction of activities and initiatives over the next 18 months. This clear guidance informs the community what Mountain Line will focus on and when.
- 2) Delay the adoption of the Mountain Line 2020 Strategic Plan (not recommended). This alternative will provide more time to refine the Strategic Plan in a manner that reflects additional direction from the Board.
- 3) Do not adopt the Mountain Line 2020 Strategic Plan (not recommended): This alternative is not recommended as it would delay establishing clear direction for Mountain Line and would not be adequately linked to the FY2021 Budget process.

FISCAL IMPACT:

Although creating a Strategic Plan has no immediate financial impact associated with its adoption, implementation of projects has associated costs that must be identified. The details of the financial impacts will be explored and identified during future budgeting processes. The NAIPTA TAC and Board can assume that all tasks within the Mountain Line 2020 Strategic 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:

- 1) Mountain Line 2020 Strategic Plan -pages 19-24



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MOUNTAIN LINE 2020 STRATEGIC PLAN

GOAL ONE: Service Excellence

Mountain Line is built upon a culture of excellence and innovation that aims to make transit the preferred mode choice. Convenient and attractive transit is critical to influencing behavior changes, and Mountain Line is committed to implementing the programs, partnerships, and services that make transit an easy choice. Service excellence is about the basics, like putting clean buses on the road and maintaining quality facilities. But, it's also about being forward-thinking in planning how transit should look today and 10 years from today.

Objectives:

1. Deliver service enhancements that are in line with our 5-year transit plan and make transit an attractive mode choice.
 - Implement improved fare system solutions including, but not limited to, mobile ticketing, online reloading, and stored value cards by June 30, 2020.
 - Identify and implement a new real time arrival solution by June 30, 2021 that includes improved user experience, ticketing, and trip planning.
 - Identify a real-time arrival display solution at connection centers and other highly used stops and businesses by June 30, 2021.
 - Prioritize implementation of proposed service increases as funding becomes available.
 - Finish the BRT (bus rapid transit) plan and gain Board consensus on next steps by June 30, 2020.
 - Launch a demonstration on-demand program by June 2020.

2. Invest in capital to improve efficiencies and infrastructure to enhance customer-first service delivery.
 - Build a Downtown Connection Center that is a community asset and reflects who we are and how we treat our customers, commencing construction within six months of approval from the City of Flagstaff that our project does not interfere with the Rio de Flag project.
 - Reduce deadhead (miles and time traveled to routes before and after revenue service) and improve safety through the construction of the Kaspar intersection by December 31, 2020.
 - Develop a plan to address transit stop accessibility gaps and identify necessary partners to make improvements.
 - Implement one or more transit enhancements to improve service levels without added operating costs, such as bus only lanes and transit signal priority, by June 2021.
 - Develop a Capital and Operating Analysis to prioritize infrastructure improvements that support existing service and provide opportunity for expanded service levels by September 30, 2020.

- Plan for fleet expansion and maintenance through the development of a Kaspar Facility Master Plan by June 30, 2022.
- Establish Mountain Line's role in the delivery of Proposition 419 projects, specifically as it pertains to transit.
- Develop 30 percent design plans of a new bus storage facility in coordination with NAU.

3. Develop and improve community partnerships and interagency relationships to enhance transit and improve our ability to meet community needs and deliver public transit services.

- Partner with the City of Winslow to implement a commuter route in 2020.
- Coordinate with NACOG on Mountain Line's role in the delivery of regional transit services by creating a Mountain Line regional service prioritization.
- Create policies and procedures with the City of Flagstaff to integrate transit planning and transit infrastructure into development projects.
- Review and update partner agreements to reflect current conditions, including cost structures and updated legal language.
- Partner with the Alliance members to develop a CDL working group to improve available talent pool and enhance hiring opportunities.

GOAL TWO: Stewardship of Resources

Transit is a public investment, and Mountain Line is charged with caring for that investment. Mountain Line demonstrates pride in our transit system, from maintaining quality facilities and buses to delivering on promises made to the voters and stakeholders. In addition to caring for our assets and ensuring they are viable until or beyond their usable life, Mountain Line also has a commitment to environmental stewardship. Public transit is a critical component of the City of Flagstaff's Climate Action Plan, and Mountain Line weaves sustainability into its messaging, facilities, and every day actions.

Objectives:

1. Be exemplary at supporting community goals towards environmental sustainability.
 - Honor 2008 voter intent to adopt low and zero-emissions bus technologies as our fleet expands and is replaced, including consideration of electric fleet as determined through a Zero Emissions Fleet Transition Plan.
 - Obtain Coconino County Sustainable Building Certifications in the development of all new facilities, through sustainable building practices and site design.
2. Maintain our facilities and equipment to demonstrate our pride in service excellence and maximize their useful life.
 - Develop an asset maintenance plan that extends the useful life of certain FTA assets, such as buses and bus stop amenities, by at least 50 percent.
 - Pursue opportunities and partnerships to repurpose and/or donate disposed-of assets at end-of-life cycle.

- Design new bus stop locations or roadway projects to reduce redundancy of infrastructure while serving multiple routes for long-term resiliency and to lower capital and maintenance costs.
- Create method to collect data for baseline reporting of corrective vs. preventative maintenance of rolling stock and fixed assets.
- Evaluate bus stop conditions per Transit Asset Management (TAM) scoring criteria and bus stop amenity types per the adopted Transit Guidelines (TG) by August 30, 2020.

GOAL THREE: Investing in Mountain Line Workforce

Employees are the backbone of Mountain Line and hiring and retaining quality employees is imperative to delivering on our mission of “Getting You Where You Want to Go.” Although maintaining competitive wages that are appropriate for the cost of living in Flagstaff is important, investing in the workforce goes beyond salaries. It is an investment of time and resources into developing a healthy, empowered, and highly-skilled workforce that is proud to be part of Team Mountain Line every day.

Objectives:

1. Expand and enhance employee Training and Development.
 - Engage all new employees in a detailed training program within 14 days of a job offer to create clear understanding of job duties, provide the training necessary to perform job expectations, and provide new employees with a clear path to successful employment.
 - Create and implement a defined refresher training program to update job skills and address updated standards by August 31, 2020.
 - Develop standard operating procedures for a wide variety of functions and activities to ensure that all staff are performing job duties to the same standard and expectations are clear by January 31, 2021.
 - Develop an outreach plan by March 31, 2020 to address employee development and distribute annually information on development opportunities, including tuition assistance, training time and course options available, and personal growth.
2. Evaluate operational structure to find efficiencies in service delivery and reduce costs.
 - Reduce dependency on overtime and enhance service resiliency by increasing total full-time staff for adequate coverage of service hours by March 31, 2020.
 - Develop a CDL operator staffing pool by merging the two existing operator job descriptions and modifying the guaranteed work hours per full-time employee by June 30, 2020, and transition existing staff with less than 10 percent employee loss.
3. Develop a workplace culture that supports employee development and work-life balance.
 - Refine employee health and wellness benefits, time off programs, training and development, and wages as part of the FY2021 budget setting process and if applicable, enhance programs by July 1, 2020.
 - Increase employee engagement in the Mountain Line and NAPEBT wellness programs as measured by employees who become eligible for the NAPEBT benefit by June 30, 2021.

- Develop an employee engagement plan by September 30, 2020 to ensure diverse groups of employees are included in shared decision making, project work teams, and Extended Leadership Team to create positive, productive, and healthy work environments.
- Develop employee engagement materials about the contribution to the community made by transit and operators, highlighting what transit is doing for the community and an operator's significant role in that contribution, by April 30, 2020.

GOAL FOUR: Enhanced Safety Culture

Maintaining the safety of Mountain Line employees, riders, and the general public is our highest priority. Safety permeates every level of the organization and is the lens through which all decisions are made. By creating a culture of proactive risk mitigation, Mountain Line can establish a safe working environment and safe delivery of transit service.

Objectives:

1. Develop a holistic safety plan that guides us to effectively and proactively manage risk.
 - Develop procedures as a guide for staff to follow regarding increasing safety awareness and managing risk by July 31, 2020.
 - Update rider suspension policies by February 29, 2020 to ensure they are adequate for correcting rider behavior and are applied in an equitable fashion.
 - Create a reoccurring budget for safety enhancements identified by the internal Safety Committee starting with the FY2021 budget.
 - Develop coordinated transit safety awareness message by September 2020 for various community groups including but not limited to TransAT, Bike and Pedestrian Advisory Committees, and Transportation Commission in order to heighten safety awareness as related to transit.
 - Provide training to staff through partnerships with human service agencies to support community safety and raise awareness regarding mental health issues including driver training and education.
 - Participate and partner with the Emergency Operations Center (EOC) in developing a community evacuation plan by June 30, 2021.
2. Manage transportation facilities and amenities to support a safe environment for staff and customers.
 - Coordinate with the City of Flagstaff staff to identify opportunities to address and improve lighting options at transit related infrastructure, within the lighting code, by March 30, 2020.
 - Develop criteria to internally evaluate new bus stop locations and consider safety aspects such as lighting, proximity of pedestrian crossings, and adjacent traffic dynamics by August 2020.
 - Incorporate security measures and best practices for design features in the new Downtown Connection Center (DCC), jointly developed bus storage facility, Kaspar Drive intersection, NAU's SBS McConnell design, and other capital projects.

- Clarify Mountain Line’s role in the development of bike and pedestrian infrastructure adjacent to transit improvements through a new policy supported by the City of Flagstaff by June 30, 2021.
3. Utilize available and emergent technology to enhance existing and future fleet, optimizing safety for all staff and public transportation users.
- Upgrade fixed route buses with adequate safety equipment capable of capturing conversation during an emergency event by February 28, 2020.
 - Add additional rear external cameras to both fixed route and paratransit vehicles to capture collision information by August 31, 2020.
 - Incorporate bus backing cameras systems on all equipment by August 31, 2020.
 - Upgrade passenger cabins to better accommodate passenger stability needs by February 28, 2020.

GOAL FIVE: Community Engagement

Mountain Line’s success relies on broad community support from a diverse audience, including riders, non-riders, elected officials, and decision-makers. Whether someone rides the bus every day, or they have never set foot on a bus, both groups must understand the value Mountain Line provides to the community. By creating an educated and passionate network of supporters, Mountain Line will be well-positioned as a service this community needs.

Objectives:

1. Ensure active participation from a supportive network of stakeholders.
 - Develop strategy to encourage influential key stakeholders (City, County, CCC, NAU Leadership; NAIPTA Board of Directors) to ride transit, encourage others to ride transit, and provide feedback on how transit can be a part of their daily lives by April 2020.
 - Conduct a minimum of six community presentations each year to organizations such as ECoNA, NALA, Flagstaff Chamber of Commerce, Northern Arizona Realtors, City Commissions, etc.
2. Increase the community’s awareness of Mountain Line’s value to the community.
 - Engage in a minimum of 10 community events each year.
 - Develop a plan to educate the community about the role transit plays in supporting a wide variety of community goals including affordable housing, congestion relief, health, environment, and economic development by May 2020.
 - Conduct robust, project-related outreach before and during all transit related projects (i.e. DCC, service changes, etc.).
 - Transition from NAIPTA to Mountain Line by June 30, 2021 for all public-facing and internal branding, using NAIPTA only when necessary for legal purposes.

GOAL SIX: Fiscal Responsibility

Planning is the key component of fiscal responsibility. By understanding our current and future needs when it comes to Operations, Capital, and Workforce, Mountain Line will be well-positioned to weather economic downturns and remain financially resilient. The most successful transit agencies are ones with solid fiscal planning, enabling them to be nimble when new opportunities arise, and seek out new funding opportunities.

Objectives:

1. Ensure a sustainable financial future through long-term financial planning.
 - Develop a 10-year Capital Plan by September 2020 that ties to our existing financial plan, which will guide grant applications and prioritization of projects.
 - Develop a compensation philosophy and implement a compensation strategy by January 2020 that reflects current market, local conditions, and feedback of existing staff and that, in future, will attract new, high quality staff to Mountain Line.
2. Diversify funding sources to reduce dependency on federal funding for ongoing operations.
 - Expand the ecoPASS program by at least three new agreements per fiscal year starting with FY2021.
 - Retain FY2020 ecoPASS program participants by confirming value and conducting outreach/travel training to enhance participation.
 - Connect health benefit to use of transit and secure ecoPASS purchase through NAPEBT under the FY2021 budget, as part of health and wellness program.
 - Identify new private partnerships to fund expansion of routes or services, (i.e. airport) to assist in paying for new transit service.
 - Evaluate and implement recommendations of the Fare Strategies Study by June 2020 in order to correct declining average fare per passenger while introducing solutions that offer fare equity (fare-capping).
 - Develop a plan with CCC and NAU to fund and implement a universal access pass (UPASS) for all students with residential ties to Flagstaff by August 2020.
3. Expand Mountain Line revenue resources to allow for the full implementation of the 5-year plan, capital plan, and projected increases in costs of providing service.
 - Research and develop an implementation plan to diversify the sources of funding from City of Flagstaff and other public partners by October 2020.
 - Determine if any private funding strategy for the DCC has a positive return on investment, i.e. joint development and public private partnerships, by April 2020.
 - Coordinate and develop an implementation plan with State Transit peers by August 2020 on long-term State Legislation changes to restore and/or establish statewide transit funding.
 - Retain membership within APTA and CTAA to enhance our message during Federal Reauthorization in order to enhance STIC, bus funding, and 5307 apportionments.



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DATE PREPARED: November 8, 2019

MEETING DATE: November 20, 2019

TO: Honorable Chair and Members of the Board

FROM: Kate Morley, Development Director

SUBJECT: Consider Service Prioritization for Future Funding

RECOMMENDATION:

Staff recommends the Board of Directors approve service priorities for targeted transportation investments and to provide guidance on future funding opportunities.

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:

- ❖ Follow through on promises we have made

BACKGROUND:

At the Mountain Line Strategic Advance held on October 3, 2019, staff were directed to bring back to the Board of Directors a proposed prioritization plan for enhanced transit services. While the Mountain Line 5-Year Plan (5-Year Plan) identified preferred service levels for the system, the 5-Year Plan did not put an order of priority to transit service implementation. In order to create a prioritization of transit services, staff used a variety of resources including StreetLight data travel origin and destination and traffic volume information, a summary all comments received going back to FY2015: including those from Never Rider Surveys, Satisfaction Surveys, 5-Year Plan Surveys and other comments received, and then staff held an internal workshop to review these inputs and apply professional knowledge. The table below represents staff's recommendations for the prioritization of service improvements based on those inputs. Staff is seeking feedback on the prioritization of services.

Staff have estimated the total annual operating cost for implementation at today's dollar. There are associated capital costs not quantified below. In general, new frequencies on existing routes have minimal capital costs to support additional buses while new routes have more significant costs associated with infrastructure along the route. Staff believe including an annual allowance of approximately \$200,000 per year would support services identified and allow Mountain Line to continue to seek federal grants to support capital projects.



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One final consideration is the impact increased congestion has on maintaining existing frequencies within our current system. There are generally two approaches to solving this operational issue: 1) add additional buses to serve the route at a cost of approximately \$350,000 per year/per bus; or 2) build transit-supportive capital infrastructure, such as transit signal priorities, which can decrease bus travel times by 10% -30% and allows buses to move more efficiently throughout the network.

Recommended Service Priorities

| Rank | Improvement | Cost | Rationale |
|-----------------------|---|--------------------------|--|
| 1 | Route 8 Extension | \$192,048 | Fulfills 2008 tax promise |
| 2 | Route 5 Frequency with On-Demand | \$169,670 | Lowest frequency route in the system with high likelihood that increase in service will increase ridership. |
| 3 | Route 3 Frequency | \$195,648 | High potential ridership increase from 30-minute to 20-minute service; connecting residential with NAU and downtown. |
| 4 | Route 66 Frequency | \$199,136 | Increased from 30-minute to 20-minute service could attract new riders but unlikely at rate of routes 3 and 5 above. |
| 5 | Milton Frequency Airport (including Ponderosa Trails) BRT | \$755,040 \$1,009,536 | Ranked after 5-Year Plan frequency improvements, as it's a combination of coverage and frequency. Partner funding for the airport could adjust prioritization. |
| 6 | 11pm span smoothing with Late Night On-Demand | \$384,630 | Late night service is the number 2 request from the community after greater frequency. |
| 7 | Saturday Service | \$589,455 | Weekend service improvements are the next most commonly asked for improvement. This is considered a frequency increase. |
| 8 | University Heights On-Demand | \$298,267 | Lower ranking priority as this is a coverage improvement. |
| 9 | Country Club On-Demand | \$380,535 | Lower ranking priority as this is a coverage improvement. |
| 10 | Regional Services | Unknown | Service requests through Regional Policy – initiated from other communities/partners. |
| Total Operating Costs | | \$4,173,965 | |

FUNDING OPTIONS:

In order to fulfill the 5-Year Transit Plan list of enhancements, new funding would need to be realized. Services to date have been funded through the 3/10th of a cent (.00295) sales tax, approved by the voters



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in 2008 and renewed through 2030 in 2016; fares; and FTA apportionments. Over the past several months, staff has provided a breakdown of current funding and services provided. If new services (including greater capital investments) are desired, additional funds will need to be realized. Funding could be derived from several sources and collectively, this would provide a level of resiliency that we do not currently have. Staff is looking to engage with the Board on funding opportunities through the prioritization conversation.

TAC DISCUSSION:

The Transit Advisory Committee felt the order of prioritization made sense and had questions about whether some of the services near the end of the list would be worth providing. Discussion followed on the way to measure success.

ALTERNATIVES:

- 1) **Approve service priorities for targeted transportation investments and provide guidance on future funding opportunities (recommended):** Staff recommends that the Board of Directors approve service priorities as listed. The service improvements were approved in the 5-Year Plan and prioritization was vetted through community surveys, outreach, customer feedback, data, professional knowledge and resources. Staff will work with the Board to determine course of action on seeking funding for service improvements.
- 2) Provide direction to reorder service priorities. All service improvements were approved in the 5-Year Plan, yet not prioritized, and is therefore open for interpretation.
- 3) Do not recommend Mountain Line to seek future funding for service improvements (not recommended): If not approved, Mountain Line will not fulfill the 2008 tax promise or the 5-Year Plan goals of increasing frequency and ridership.

FISCAL IMPACT:

For reference, the current transit tax rate is .295% or .00295, producing 29.5 cents on a \$100 purchase. The total FY2019 tax revenue as recently reported by City staff is \$5,819,983. Any service enhancements prioritized herein cannot be supported by these existing revenues. New revenues in the equivalent amount for each priority would need to be identified in order to implement the service. Staff also recommend setting aside an additional annual amount to support capital projects for these services in the amount of approximately \$200,000 per year.

SUBMITTED BY:

Kate Morley
Development Director

APPROVED BY:

Erika Mazza
CEO and General Manager



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ATTACHMENTS:

- 1) 5-Year Plan: Future Funding Scenario Map -page 29



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FUTURE FUNDING SCENARIO

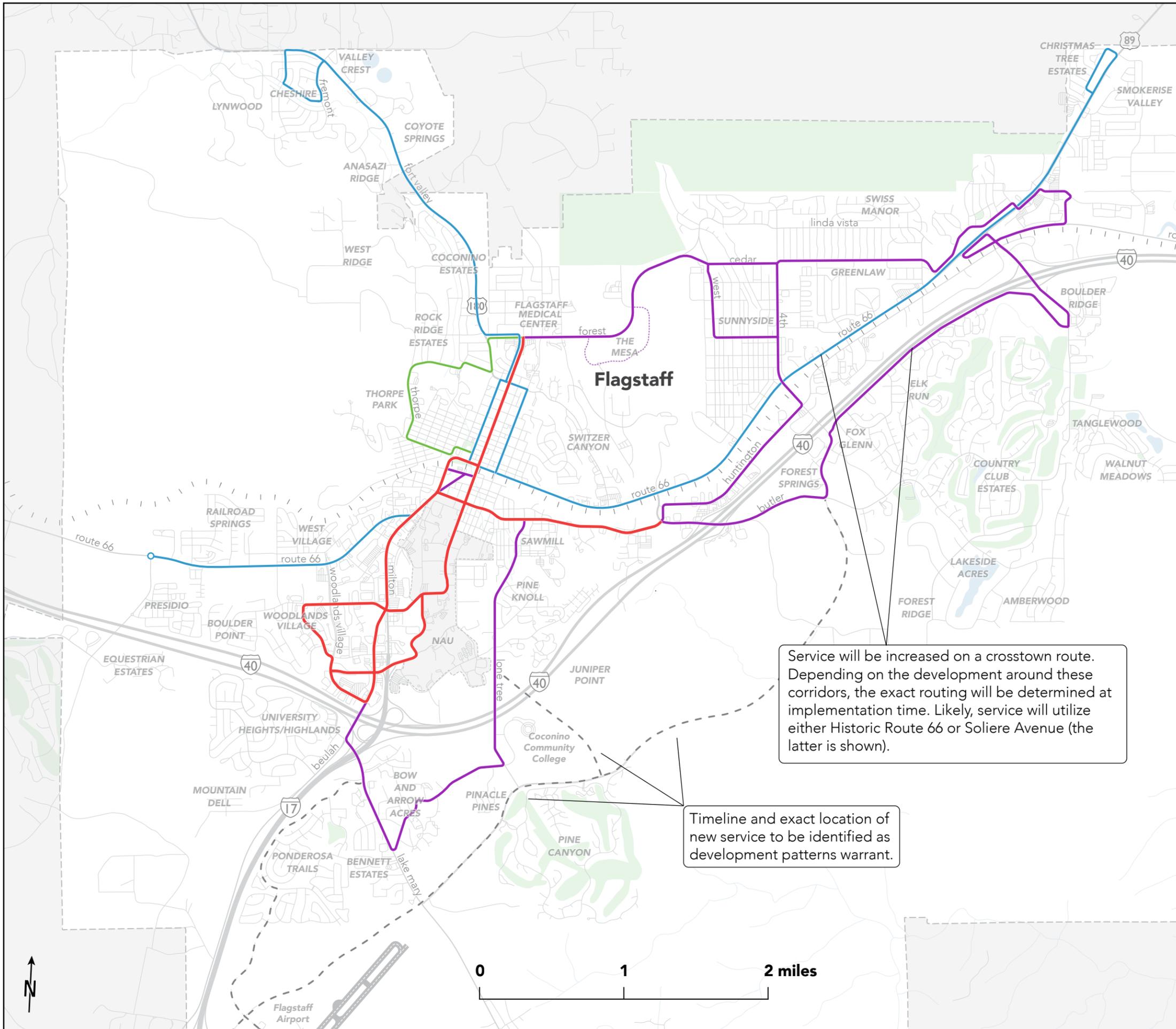
Weekday Daytime Frequencies

- every 10 - 15 minutes
- every 15 - 20 minutes
- every 30 minutes
- every 60 minutes
- - - potential future route

 Connection Center

 natural area

 outside Flagstaff



Service will be increased on a crosstown route. Depending on the development around these corridors, the exact routing will be determined at implementation time. Likely, service will utilize either Historic Route 66 or Soliere Avenue (the latter is shown).

Timeline and exact location of new service to be identified as development patterns warrant.



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DATE PREPARED: November 8, 2019

DATE: November 20, 2019

TO: Honorable Chair and Members of the Board

FROM: Erika Mazza, CEO and General Manager

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

RECOMMENDATION:

Staff recommends the NAIPTA Board of Directors provide direction to the FMPO staff and Executive Board on exact language for the Master IGA regarding the inclusion of NAIPTA on the 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 Executive 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 was to seek 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 FMPO Executive Board and provides other options for NAIPTA's structural engagement in the FMPO. NAIPTA currently serves on the FMPO Technical Advisory



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Committee (TAC) and the newly re-engaged Management Committee; however, the FMPO Executive Board wanted to further explore all levels of governance and seek input from NAIPTA.

Jamie Whelan and NAIPTA's CEO and General Manager received the formal request letter from FMPO's Executive Board Chair, Art Babbott on May 15, 2019.

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 and at the August 21st meeting, voted to authorize Chair Whelan to submit NAIPTA's letter supporting NAIPTA's desire to serve on the FMPO Executive Board.

On August 28, 2019 the NAIPTA Board Chair provided the attached letter to the FMPO Executive Board Chair requesting a NAIPTA representative on the FMPO Executive Board. On November 6, 2019 the FMPO Executive Board directed staff to pursue the addition of NAIPTA on the Executive Board as soon as possible.

At their December 4th meeting, the FMPO Executive Board will recommend an Amendment to the FMPO Master IGA between the City of Flagstaff and Coconino County to add NAIPTA to the FMPO Executive Board. As the FMPO is concerned that a quorum of City Council or County Board of Supervisors may be created by the addition of a NAIPTA representative, staff is requesting the NAIPTA Board recommend the IGA language best suited to incorporate NAIPTA on the FMPO Executive Board.

TAC DISCUSSION:

This item and direction from the FMPO Executive Board came just before the NAIPTA Transit Advisory Committee held their November meeting and as such, staff did not have time to get this before the Transit Advisory Committee.

ALTERNATIVES:

- 1) Provide direction to the FMPO staff and Executive Board on exact language for the Master IGA that is either prescriptive or flexible for future considerations:
 - a. A member of the NAIPTA Board of Directors who is not a member of the Flagstaff City Council or County Board of Supervisors, or
 - b. A member appointed by the NAIPTA Board of Directors who is not a member of the Flagstaff City Council or the County Board of Supervisors **(Recommended)**. Broadening the language to allow NAIPTA to appoint the FMPO Executive Board member as long as it does not include a member of the City Council or County Board of Supervisors affords NAIPTA the flexibility and does not limit NAIPTA to one or two available Board seats.

- 2) 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. Response to FMPO Letter August 28, 2019 -page 33



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August 28, 2019

Art Babbott
Chair, FMPO Executive Board
FMPO
211 West Aspen Avenue
Flagstaff, AZ 86001

Supervisor Babbott,

This letter is in response to your request, dated May 15, 2019, seeking direction from the NAIPTA Board of Directors on their desired participation within the FMPO governance structure. As the regional public transportation authority, NAIPTA has a distinct role developing a robust regional transportation system. Our mission fits within the updated FMPO governance and we look forward to participating in transportation planning efforts.

With an eye to strengthening partnerships and developing regional strategies for planning and funding transportation projects, the NAIPTA Board of Director's reviewed the options presented in your May 15th letter. On August 21, the NAIPTA Board voted to support the structure of the FMPO with Executive Board, Management Committee, and Technical Advisory Committee membership. Specifically, the NAIPTA Board recommends participation as a voting FMPO Executive Board member and maintaining membership on the Management and Technical Committees.

The NAIPTA Board also recommended NAIPTA's Vice Chair, Steve Peru to serve on the FMPO Executive Board.

The NAIPTA Board of Directors are supportive of the FMPO's new direction to become a more robust transportation planning agency within the greater Flagstaff region. I welcome the opportunity to discuss this matter with you or Jeff Meilbeck further. If I or Erika Mazza, NAIPTA CEO and General Manager can be of assistance during this development or transition, please do not hesitate to reach out. The NAIPTA Board of Directors looks forward to hearing from the FMPO Executive Board confirming support for this approach.

Sincerely,

Jamie Whelan
Chair, NAIPTA Board of Directors
Councilmember City of Flagstaff





NAIPTA MEMORANDUM

DATE: November 20, 2019
TO: Honorable Chair and Members of the Board
FROM: Jacki Lenners, Marketing & Communications Manager
SUBJECT: Student Pass Update

Mountain Line conducts annual marketing campaigns aimed at promoting the sales of K-12 and College Student passes (semester and annual).

The K-12 marketing campaign focuses on reaching the parents of mostly middle and high school students, since these ages are most likely to ride the bus. This year's campaign featured testimonial videos from charter and district school parents discussing why they trust Mountain Line to be their main mode of school transportation (All videos can be found here: https://www.youtube.com/playlist?list=PLajqqU_0pbW8H4PbXNc0JwW04Mc8haiWK).

Tactics in the campaign included:

- 1. Paid and organic social media
 - a. Facebook Results for the testimonial videos: 2,323 video plays; 31,000+ impressions
- 2. Website landing page: 2,900+ visits
- 3. Geotargeted mobile advertising
- 4. Print Advertising
- 5. In-person events (back-to-school / orientation events)
- 6. Public Relations

Fiscal Year 2020 K-12 Pass Sales through October 14:

| FY2020 | 7/1/2019-10/14/2019 | K-12 |
|-----------------|---------------------|------------|
| Fall Semester | | 207 |
| Spring Semester | | 3 |
| Annual | | 100 |
| TOTAL | | 310 |

The Fall Semester sales represent a 13 percent increase over the previous year.



Getting you where you want to go





The College campaign is typically less robust, as there are fewer opportunities to interact directly with these students. In addition, Coconino Community College and Mountain Line initiated a new program for those students, which gives free transit passes to the college's aid-dependent students, and ecoPASS pricing to other students and staff. This means that CCC students are not a target market for purchasing College Student passes.

Tactics in the campaign included:

1. Paid and organic social media
 - a. Facebook promoted post results: 301 post engagements; 26,976 impressions
2. Website: College pass pages received 660 visits
3. In-person events: NAU Community Fair
4. Print Advertising

Fiscal Year 2020 College Pass sales through October 14:

| FY2020 | 7/1/2019-10/14/2019 | College |
|-----------------|---------------------|-----------|
| Fall Semester | | 69 |
| Spring Semester | | 1 |
| Annual | | 27 |
| TOTAL | | 97 |

The Fall Semester pass sales represent a 16 percent decrease over the previous year. The College program has seen declining sales over the past several years, due in part to the CCC programs. Other possible reasons for the decrease in sales are financial barriers (College semester pass is \$99 and Annual is \$239), and the lack of convenient purchasing options. Many people have suggested making the College passes available to purchase directly through NAU, similar to how other fees are paid. This could wrap the cost with other fees as parents (or students) are making those purchases at the start of a semester. This method of selling passes is not currently compatible with NAU's systems and policies, but Mountain Line will continue exploring other options to make purchasing a College Pass easier for NAU students.



December: TAC Meeting is Thursday, 12/5 Board Meeting is Wednesday, 12/18

| ITEMS: | WHO & WHAT: |
|--|-------------------|
| Safety Minute | |
| | |
| Electrification Plan | Kate - D/A |
| Fare Study Implementation Plan | Heather D - D/A |
| APTA Outcome of Peer City Review | Erika - D/A |
| BRT Update | Bizzy/Kate - D/A |
| Review FY2020 and FY2021 Meeting Calendars (Possible Conflicts in March and April for BOD) | Rhonda - D/A |
| Appoint Business or Economic Development TAC Member (BOD) | Rhonda - D/A |
| Employee Satisfaction Survey | Erika - D/A |
| | |
| Service Change Update | Kate - PR |
| Annual Cybersecurity Update | Jon - PR |
| McConnell/SBS Progress Update | Anne - PR |
| NAU Campus Entry Study Update | Anne - PR |
| Next Steps on NAU Bus Facility | Anne - PR |
| Procurement/Signature Delegation of Authority Update | Erika - PR |
| Current Events | Erika - PR |
| | |
| Possible Executive Session for DCC Discussion | Erika/Board Chair |
| | |
| January/February Agenda Calendar | |

January: TAC Meeting was cancelled on Thurs, 1/2 Board Meeting is Wed, 1/15

| ITEMS: | WHO & WHAT: |
|---|-------------|
| | |
| Safety Minute | |
| | |
| Procurement/Signature Delegation Authority Update | Erika - PR |
| Current Events | Erika - PR |
| | |
| | |
| February/March Agenda Calendar | |