



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, December 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 MINUTES ON 11/20/2019 -pages 5-12
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 THE FARE STRATEGIES STUDY -pages 13-15
-Heather Dalmolin, Administrative Director
The Board may provide direction, but there is no recommendation from staff at this time.
7. UPDATE ON AMERICAN PUBLIC TRANSPORTATION ASSOCIATION'S (APTA'S) PEER REVIEW -pages 16-27
-Erika Mazza, CEO and General Manager
The Board may provide direction, but there is no recommendation from staff at this time.
8. UPDATE ON THE BUS RAPID TRANSIT PROJECT -pages 28-31
-Heather Dalmolin, Administrative Director
The Board may provide direction, but there is no recommendation from staff at this time.
9. CONSIDER FUNDING FOR SERVICE PRIORITIZATION -pages 32-35
-Kate Morley, Development Director
Staff recommends the Board of Directors provide direction to pursue new funding sources in order to deliver on recently adopted service priorities.
10. FY2020 AND FY2021 MEETING CALENDAR REVEIW -pages 36-39
-Rhonda Cashman, Executive Assistant and Clerk of the Board
Staff recommends the Board of Directors review and provide direction regarding the remaining FY2020 meeting dates and approve the FY2021 meeting dates.



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11. CONSIDER APPOINTMENT OF TAC BUSINESS OR ECONOMIC DEVELOPMENT MEMBER -pages 40-44
-Rhonda Cashman, Executive Assistant and Clerk of the Board
Staff recommends the Board of Directors consider appointing a Business or Economic Development representative to the TAC, effective January 18, 2020.
12. EMPLOYEE SATISFACTION SURVEY – SEPTEMBER 2018
-Erika Mazza, CEO and General Manager -page 45
No action is being recommended, but the Board may direct staff on modifications to future Employee Satisfaction Surveys including survey instruments or methodology.
13. CONSIDER THE FIRST AMENDMENT TO CONTRACT FOR RFP 2019-106 JOB ORDER CONTRACTING SERVICES – HORIZONTAL CONSTRUCTION OF TRANSIT FACILITIES ASSOCIATED WITH BUS STOPS
-Anne Dunno, Capital Project Manager -pages 46-56
Staff recommends the Board of Directors: Approve First Amendment to contracts awarded April 17, 2019 to Kinney Construction Services, Inc. (KCS) and SWP Contracting & Paving that amends the contract term to reflect the RFP 2019-106 term.

PROGRESS REPORTS:

14. UPDATE ON AUGUST SERVICE CHANGES -pages 57-58
-Bizzy Collins, Transit Planner
15. DELEGATIONS OF AUTHORITY -page 59
-Erika Mazza, CEO and General Manager
16. 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



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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

January/February Working Agenda

-page 60

The next Board meeting will be January 15, 2020 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. January agenda items will include but not be limited to Procurement Thresholds, Fare Strategies Implementation Plan, Mountain Line Advertising, Mountain Line How-To Videos, Annual Cybersecurity Report, Social and Behavioral Science/McConnell and Campus Entry Updates, AECOM Update, Delegation of Authority Updates, and a Possible Executive Session for the Downtown Connection Center (DCC) Discussion. The January agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

17. ADJOURNMENT



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Board of Directors Minutes for Wednesday, November 20, 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, November 20, 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, arrived at approximately 10:03am;
Joanne Keene, (Secretary), Executive Vice President and Chief of Staff, NAU, designee, left the meeting at approximately 11:58am, (WebEx);
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:

Art Babbott, Board of Supervisors, Coconino County

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;
Anne Dunno, Capital Project Manager;
Bizzy Collins, Transit Planner;
Estella Hollander, Mobility Planner;
Rhonda Cashman, Executive Assistant and Clerk of the Board;
Scott Holcomb, NAIPTA Attorney, (WebEx), joined the meeting at approximately 10:03am





GUESTS PRESENT:

Austin Aslan, City Councilor, City of Flagstaff, alternate, (WebEx);
Jarrett Ransom, President and CEO, The Rayvan Group, (WebEx);
Jeff Meilbeck, Executive Director, FMPO, arrived at approximately 11:10am

1. CALL TO ORDER -Chair Whelan called the meeting to order at 10:00am.
2. ROLL CALL
3. SAFETY MINUTE

Mr. Forrest reported on the three Ps of Winter Driving Safety: Practice, Protect and Prevent.

4. APPROVAL OF THE BOARD AND TAC ADVANCE MINUTES 10/3/2019:

Director McCarthy moved to approve the October 3, 2019 Board and TAC Advance minutes. Vice Chair Peru seconded. There was no discussion. All approved, none opposed. Motion carried.

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

5. CALL TO THE PUBLIC

Ms. Mazza shared immediate notification of our grant award for approximately \$17 million under the Federal Transit Administration (FTA) Bus and Bus Facilities Program.

CONSENT ITEMS:

There were no items for the consent agenda.

DISCUSSION / ACTION ITEMS:

6. UPDATE ON MOUNTAIN LINE BRAND

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

Ms. Lenners noted we somehow became known as NAIPTA. We want to be known as Mountain Line to the public. Printing projects will be changed as items are reprinted.





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Some other items will be more costly, such as van wraps, uniforms, etc. We will be making small incremental changes. By the end of FY2021 we should be in good shape. Vice Chair Peru recommended checking to see if we have the Mountain Line trademark. Mr. Holcomb stated their firm has trademark attorneys that can assist, if needed.

7. CONSIDER MOUNTAIN LINE ON-DEMAND FEASIBILITY STUDY

-Estella Hollander, Mobility Planner

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

Ms. Hollander stated On-Demand Transportation is flexible, real-time hailed vehicles using emerging technologies to address gaps in service. There are two types: Transportation Network Companies (TNCs) and Microtransit. Each type was explained. The study suggests four options for On-Demand programs, and they are prioritized in phases. The next steps were reviewed. Potential integration of these On-Demand programs could increase the level service within our system in a more efficient manner. Director McCarthy asked if Thorpe Loop will be tried soon or will it have to wait until there is more funding. Ms. Hollander replied it could be tried on a small scale, but a full-blown pilot program would require additional funding. Chair Whelan stated Thorpe Loop seemed like an excellent area to start, due to the Adult Center, but she was concerned about seniors learning new technology. Ms. Hollander responded some travel training would likely be required for those involved. A Request for Information (RFI) is being considered to do a small-scale demonstration at no charge. On-Demand programs are intended to supplement paratransit and are available to the public. Chair Whelan moved to adopt the study. Secretary Keene seconded. All approved, none opposed. Motion carried.

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

8. REVIEW THE BUDGET PROCESS AND KICK-OFF FY2021 BUDGET

-Heather Dalmolin, Administrative Director

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

Ms. Dalmolin reviewed the typical budget timeline. The most recent revenue projections will be used. The budget request to the City will be done in February. Presentations to partner agencies will be done in March. Final revisions are done in April. The budget presentation is done for our NAIPTA Board and TAC at the joint meeting in May. Request for approval of the budget is in June. She noted the budget



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elements and communicated the need for a sustainable budget. Vice Chair Peru asked about the decline in sales tax projections. Ms. Dalmolin replied that we use City of Flagstaff projections. It has been challenging to get updates since the state is now reporting on behalf of the City. There was a brief discussion regarding sales tax insufficiency, stability of the retirement system, spending mechanisms and benefit options.

9. CONSIDER MOUNTAIN LINE 2020 STRATEGIC PLAN

-Erika Mazza, CEO and General Manager

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

Ms. Mazza noted the name NAIPTA will be changed to Mountain Line in our Vision statement. She reviewed the list of six goals. She reviewed each goal with the objectives previously identified and the addition of the tasks and timelines involved. Under Goal #1, Director McCarthy reported the City is moving ahead with progress on the Rio de Flag faster than in the past. Ms. Mazza appreciated this update and reiterated we have received close to \$20 million in grant funds in the last few months toward our Downtown Connection Center project. Chair Whelan would like to spend some time on what Mountain Line needs from Proposition 419 that passed last fall for the City. Work is being done on prioritization of the Lone Tree Corridor, which would open up J.W. Powell Boulevard. There was a question if this was best for our community to pursue that project first. She suggested taking a closer look to see what would benefit the whole community. Secretary Keene supported Chair Whelan's perspective and said she and other NAU staff met with FMPO staff for stakeholder interviews. Chair Whelan stated she appreciated the support and she wants to take a broader look ahead. Vice Chair Peru noted Coconino Community College (CCC) had similar meetings with FMPO staff regarding the Lone Tree Campus. They have concerns about pedestrian safety in their area; with an increased number of students walking between the NAU and CCC campuses and no light at the intersection. They encouraged looking at the whole picture. Councilmember Aslan stated he appreciated the comments. Ms. Mazza said Ms. Morley has been sitting as an ex-officio member on the Transportation Commission which has input on how Proposition 419 will be prioritized, and funding spent. She communicated we don't have adequate pedestrian crossings on West Route 66 to extend Route 8 to Railroad Springs. It was noted by several in the room that Councilmembers and Mountain Line staff are getting letters about safety and transit needed along this corridor. There were no questions regarding Goals #2, #3 or #4. Under Goal #5, Chair Whelan asked if there are wheelchair securements on the buses. Ms. Mazza and Mr. Wagner reported there are two or more on each bus. Ms. Mazza added that Mountain Lift clients can ride Mountain Line for free. Under Goal #6, Chair Whelan stated she appreciated most of the tasks are measurable, but she asked to add who would be the responsible staff member for tasks. Most have a time measurement; she thought it could be qualitative, if part of the task is completed and part of it is still in progress. Ms. Mazza replied this could certainly be considered in the next steps. These tasks will be written into performance



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evaluations. She will figure out how to best report to the Board. Vice Chair Peru moved to adopt the 2020 Strategic Plan as presented. Director McCarthy seconded. All approved, none opposed. Motion carried.

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

10. CONSIDER SERVICE PRIORITIZATION FOR FUTURE FUNDING

-Kate Morley, Development Director

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

Ms. Morley reported the list of priorities was based on the 5-Year Transit Plan and the On-Demand Plan. She posed the question that we may also want to have some funds available to address opportunities and cost increases. She reviewed the Future Funding Scenario Map and the Recommended Service Priorities Chart. We also have to make sure we hold onto enough dollars to match capital grants. She pointed out that partnerships could certainly change the order of priorities, if secured. Vice Chair Peru commented on the observation regarding the airport need for service and asked if it is due to the lack of parking or is there a complimentary solution. Ms. Morley replied it should be a complimentary solution related to airport parking and a route to the airport would also serve the Ponderosa Trails neighborhood. Ms. Mazza noted she has met with the Airport Director and the Economic Vitality Director for the City. There are a whole host of people coming into our community by way of the airport to consider. Chair Whelan commented that we may not use transit the way many other communities use local transit options to get to and from airports and around town. It will take time to change behavior. Vice Chair Peru recommended not limiting the airport route to only the airport services but also include in the message the Ponderosa Trails neighborhood. The framing of the conversation will be important. Ms. Mazza agreed. Chair Whelan stated if we make a promise, we need to get it done and she had no problems with the current list of priorities. Secretary Keene was supportive of the priorities list. Director McCarthy wanted to talk more about the Milton frequency options. He asked which option makes more sense. Ms. Mazza answered from a service delivery perspective. A route going through the Ponderosa Trails neighborhood could happen soon. The Bus Rapid Transit (BRT) would require a Capital Investment Grant (CIG) and could take 2-5 years to complete. Ms. Morley explained the difference is in the frequency. The BRT would follow Milton Road and north to the hospital; every other loop would go south all the way to the airport, providing a bus approximately every 15 minutes. Chair Whelan complimented staff on an excellent job prioritizing future service opportunities. Ms. Morley presented the funding piece by asking if these projects, especially items 1-6, are worthy of going out for another tax. Councilmember Aslan stated he is excited to see Ponderosa Trails as a consideration for future service.



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He thinks Mountain Line will get the ridership. Director McCarthy stated he is hesitant to increase the sales tax. Ms. Mazza noted online sales tax collection, except for the Bed, Board and Booze (BBB) portion, as of October 1, 2019. Chair Whelan suggested continuing the discussion on this topic in December. Ms. Mazza noted the Board could approve the service priorities list and choose to bring back the new revenue discussion. Director McCarthy supported this approach and so moved. Vice Chair Peru seconded. All approved, none opposed. Motion carried.

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

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

-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.

Ms. Mazza was asked by Director McCarthy to tell Mr. Meilbeck about the Bus and Bus Facilities grant award we just received. Mr. Meilbeck offered his congratulations. Ms. Mazza provided an overview of the decisions made by our Board thus far. Currently the FMPO is reviewing the language for their Master IGA and Ms. Mazza recommended consideration of the alternatives. Mr. Meilbeck stated he was impressed with the work staff are doing. He considered both options presented to be viable. He is planning to present to the FMPO Executive Board on December 4th, and the goal is to move forward. Director McCarthy stated Mountain Line should have a seat on the FMPO Board and he likes alternative 1.b. noted in the staff report, as he would be comfortable with the CEO serving and he supports Vice Chair Peru going forward for now. He does not see any drawbacks. Secretary Keene emphasized whoever is taking this seat, should be acting on behalf of the NAIPTA Board. That is important to keep in mind. She supports the direction of leaving it flexible, but she has some concern with the CEO serving with elected officials. She would support an NAU representative to NAIPTA serving on the FMPO Executive Board in the future. Vice Chair Peru supports a member representing Mountain Line on the FMPO Executive Board. He would be happy to serve in this capacity on behalf of Mountain Line. Chair Whelan stated whoever takes the seat has to be sure to represent Mountain Line. She appreciated everyone's discussion and patience. Director McCarthy made a motion to accept the alternative 1.b. language: 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. Secretary Keene seconded. Mr. Holcomb noted the FMPO will still have to adopt the formal language. Mr. Meilbeck and Director McCarthy acknowledged this fact. All approved, none opposed. Motion carried.



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

PROGRESS REPORTS:

12. STUDENT PASS UPDATE

-Jacki Lenners, Marketing and Communications Manager

13. CURRENT EVENTS

-Erika Mazza, CEO and General Manager

There were no questions regarding the progress reports.

Director McCarthy made a motion to move into Executive Session at approximately 11:59am. Vice Chair Peru seconded. All approved, none opposed. Motion carried.

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

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. 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 12:23pm.

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

December/January Working Agenda



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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 Fare Study Implementation Plan, American Public Transportation Association (APTA) Outcome of Peer City Review, Bus Rapid Transit (BRT) Update, Future Transit Funding Discussion, Review FY2020 and FY2021 Meeting Calendars, Appoint Business or Economic Development TAC Member, Employee Satisfaction Survey, Service Change Update 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 -Chair Whelan adjourned the meeting at approximately 12:23pm.

Jamie Whelan, Chair of the NAIPTA Board of Directors

ATTEST:

Rhonda Cashman, Clerk of the Board



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DATE PREPARED: December 10, 2019

MEETING DATE: December 18, 2019

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, Administrative Director

SUBJECT: Update on the Fare Strategies Study

RECOMMENDATION:

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

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

Goal:

- ❖ Service Excellence

Objective:

- ❖ Deliver service enhancements that are in line with our 5-year transit plan and make transit an attractive mode choice.

BACKGROUND:

NAIPTA was awarded a federal grant, through the Arizona Department of Transportation (ADOT), in the fall of 2017 to compile a Fare Strategy Study (Study) for the overall fare system, including review of established fares, and the impacts of fare collection on operational efficiencies. The procurement and contract were awarded to LTK Engineering, as the most qualified and best value proposal. The outcome of the study will be an implementation plan and include recommendations regarding changes to our fare system. Some potential elements identified are: new fare rates, new bulk pass types, revised bulk pass rate structures, new fare media types, and potentially a recommendation to simplify fare rules.

The project began with a kickoff meeting in Flagstaff on April 23 and 24, 2019. The purpose of the visit was to begin the data gathering necessary for Task #1: Identifying Current and Potential Conditions. At the conclusion of the visit, the consultants had toured the system, visited the connection centers, and interviewed staff about status of fares, planned service changes, fare collection challenges, and potential community growth.

Technical Memorandum #1 was delivered at end of June and included the following observations:

- Cash is not validated and is at risk for fare fraud (short pay)
- Passes being loaded on the bus with same risk of fare fraud
- Driver interaction for fare collection is a potential route delay
- Pass sales require in person transaction or exchange of passes by mail
- EcoPASS model is being applied to several group sales scenarios without an analysis of factors like number of users, location of origin or destination in relation to available transit options, etc.





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In this first phase, the consultant also summarized several industry technology innovations that we may want to consider:

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

In May, the consultants engaged in Task #2: Evaluation of Current and Potential Conditions which was focused on a review of our fares as compared to peers. The task included one-way fare, day pass vs transfer system, period pass discount price, bulk pass programs, including potential residential group passes, and fare system solutions. The peer data and observations were reported in Technical Memorandum #2, delivered in early August, with the following observations:

- Cost of Route 10 operations is rising at rate that is higher than CPI and there have been service increases/changes due to ridership demand.
- Currently there is no sponsored or paid University student pass program on other routes.
- The bulk rate pass program (ecoPASS) rates are not based on actual use.
- Senior pass rate defines senior as 60 and industry standard is moving to age 65.
- Reduced fares are not limited to off-peak service hours as allowed by federal requirements.
- The age to qualify for youth rate is up to age 17; much higher than most agencies.
- We do not offer transfers to riders; requiring a day pass that is twice the one-way fare.
- The day pass rate is comparable to other similar sized agencies.
- The 30-day pass is discounted at a rate comparable to 2 trips per day, 14 times per month.
- The fare console used to count riders does not have a 'short or missed fare' button.
- The system does not allow back door loading, requiring all boarding at the front door.
- Time spent at stops is being impacted by fare policies.

The consultants drafted and delivered the final Technical Memorandum #3 in October to conclude phase 3: Recommendations and Implementation Plan. The draft memo was reviewed and returned to the consultants for additional information in November. Once TM#3 is finalized, staff will present a prioritized recommendation for consideration and adoption by the Board of Directors. It is anticipated that there will be no recommendation to change one-way cash fare and day pass policies, focusing on 30-day and bulk pass rates as well as technological improvements like mobile ticketing and fare policies that can positively impact dwell time.

TAC DISCUSSION:

TAC appreciated the update and had no additional feedback at this time.

FISCAL IMPACT:

The Recommendations and Implementation Plan will include fiscal impacts as related to each recommended action.



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APPROVED BY:

Heather Dalmolin
Administrative Director

Erika Mazza
CEO and General Manager

ATTACHMENTS:

None.



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DATE PREPARED: December 9, 2019

MEETING DATE: December 18, 2019

TO: Honorable Chairman and Members of the Board

FROM: Erika Mazza, CEO and General Manager

SUBJECT: Update on APTA's Peer Review

RECOMMENDATION:

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

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

Goal:

- ❖ Investing in Mountain Line Workforce

Objective:

- ❖ Evaluate operational structure to find efficiencies in service delivery and reduce costs

BACKGROUND:

In June 2019, Mountain Line requested from the American Public Transportation Association (APTA) a peer review to provide recommendations and assessments on our operational efficiencies. The peer review comprised of individuals with senior and executive industry leadership skills from within the public transit sector. The exchange of ideas took place between August 25 and 28, 2019 in Flagstaff. Over the course of their 4 days in Flagstaff, the team received guided tours of Routes 2, 3, 4, and 10 and the DCC. The peer review panel interviewed several staff from Operations, Finance (Administrative Services), and Planning and Development.

Overall, the team was very impressed with the maintenance and conditions of the facilities and infrastructure. During their exit presentation and within their final report, the panel identified the following focus areas.

Operations:

- 1) Organizational Structure
- 2) Systems and Process
- 3) Scheduling
- 4) Performance and Evaluation
- 5) Recruitment and Retention

Financial:

- 1) Tax Initiative
- 2) Budget Efficiency
- 3) Partnership

General Administration:

- 1) Workloads
- 2) Internal Meetings



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Staff will make a presentation at the December TAC and Board meetings on the Peer Review findings and recommendation from the August 2019 visit.

TAC DISCUSSION:

TAC offered little discussion other than inquiring about the need for the APTA review. Staff responded that the review is not a requirement but rather a check-in to compare our system to other successful transit models and look for improvement in our practices.

SUBMITTED BY:

Erika Mazza
CEO and General Manager

ATTACHMENTS:

1. Mountain Line Peer Review Final Report -pages 18-27



Getting you where you want to go





AMERICAN PUBLIC TRANSPORTATION ASSOCIATION
PEER REVIEW REPORT
1300 I Street, NW, Suite 1200 East, Washington, DC 20006
Paul P. Skoutelas, president and CEO

FINDINGS OF THE APTA PEER REVIEW PANEL ON

OPERATIONS

PROVIDED AT

MOUNTAIN LINE

AUGUST 25–28, 2019

Executive Summary: The peer review panel convened in Flagstaff, Arizona, August 25–28, 2019, to review operational efficiencies at Mountain Line. Mountain Line indicated an interest reviewing its operations, including scheduling, dispatch and operational efficiencies. Because of additional information uncovered in interviews with Mountain Line staff, this report also makes recommendations in the areas of finance and planning and development. The findings provided through this review are intended to assist Mountain Line in its strategies for continually strengthening its bus operations.



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Introduction

On June 18, 2019, Erika L. Mazza, CEO and General Manager at Mountain Line, contacted the American Public Transportation Association (APTA) to request a peer review to assist the agency in reviewing its operational efficiencies.

APTA determined that the review would be conducted August 25–28, 2019.

The following panel of industry peers was assembled, comprising of individuals with senior and executive industry leadership skills from within the public transit sector to provide advice, guidance, benchmarking and best practices:



DAWN DISTLER
Executive Director
METRO Regional Transit Authority
Akron, Ohio



CARRIE BUTLER
General Manager
Lextran
Lexington, Kentucky



SHAWN M. DONAGHY
Chief Executive Officer
C-TRAN
Vancouver, Washington



JEFF HIOTT
APTA peer review facilitator
Vice President, Technical Services and Innovation
American Public Transportation Association (APTA)
Washington, D.C.

Peer review panel biographies

Dawn Distler

Dawn Distler is a 30-plus year veteran of the public transportation industry. She started her career as a bus operator at METRO RTA in Akron, Ohio, and climbed the rankings to SCAT Operations Manager, and then Assistant Director of Customer Services. After serving 17 years at METRO, Distler headed south to join the leadership team at Davidson Transit Organization in Nashville, Tennessee. She later moved to East Tennessee to become the Director of Transit for the City of Knoxville, leading Knoxville Area Transit to win the 2018 Outstanding Transit System for small system operators. Distler has a bachelor's degree in Business Management from the University of Phoenix and is a member of the APTA Board of Directors.

Carrie Butler

Carrie Butler developed her passion for public transportation during a fellowship with the Florida Department of Transportation, where she worked for Miami-Dade Transit and Star Metro in Tallahassee. She is a highly motivated, energetic transit professional with nearly 20 years' experience in the field of transportation and urban planning. She currently serves as the General Manager of Lextran, the transit authority in Lexington, Kentucky, where she oversees all aspects of the organization, which provides nearly 5 million passenger trips annually with a fleet of 100 vehicles. Previously, at the Transit Authority of River City, she managed the Department of Planning and Scheduling. At TranSystems, her project focus was on intelligent transportation systems (ITS) planning, along with a range of transit and urban design plans for transit agencies, local, state and federal projects. She has a master's degree in Urban and Regional Planning from Florida State University and a bachelor's degree in Economics from Bellarmine University.

Shawn M. Donaghy

Shawn Donaghy joined C-TRAN in 2017 and serves as the agency's Chief Executive Officer. With more than 20 years in transportation, his background includes both private and public intermodal transportation, working in operations, maintenance, information technology, safety and risk management, security and transit police, service scheduling, contract management and key performance/regulatory metrics. Prior to C-TRAN, Donaghy worked with the Fort Worth Transportation Authority in Fort Worth, Texas, and the Southwest Ohio Regional Transit Authority (SORTA) in Cincinnati. Donaghy holds a Master's of Public Administration from Tarleton State University and a bachelor's degree from Northern Kentucky University. He serves on the APTA Board of Directors, as well as being elected the current chair of the Bus Operations Committee.

Jeff Hiott

Jeff Hiott is Vice President of the Technical Services and Innovation Department for APTA, the 1,500-member national trade association that represents the public transit industry. Hiott holds a bachelor's degree in Civil Engineering with a transportation focus from Georgia Tech.

FINDINGS OF THE APTA PEER REVIEW PANEL

Operations Provided at Mountain Line

1. Methodology

The APTA peer review process is well-established as a valuable resource to the industry for assessing all aspects of transit operations and functions. The process begins with assembling a peer review team composed of highly experienced transit professionals. The purpose of using experienced subject-matter professionals is to share methods, insight and experiences interactively with the requesting property.

It is through this exchange of ideas and experiences that the synergistic process of the peer review earns value, as each of the participants—on the review team and at the property—gain a better understanding of the complexities of transit functions and opportunities for improvement. It is truly an industry self-improvement process where all parties benefit.

The peer review concludes with a caucus among the peer review team to draw out the opinions of the team members and to define a consensus summation of observations taken and their professional judgment as to areas where improvement or other recommendations could be attained. This information is then presented to the requesting property in an exit conference and followed by a report, if so desired by the requesting property. There are no expectations expressed or implied that the requesting property take any action to satisfy the opinions of the peer review team nor engage any members of the team in any follow-up activities. The information provided by the peer review team is consensus-based which the transit property holds all rights to under the terms of the peer review agreement.

2. Scope of this report

In its request letter, Mountain Line indicated an interest reviewing its operations, including scheduling, dispatch and operational efficiencies. These served as a guide to the review, but additional and related areas were covered as the panel went through the peer review process. Accordingly, this report focuses on the following areas:

- Operations
- Finance
- Planning and Development

The original request letter is included in this report as Appendix A.

3. Interviews and field visits

The Mountain Line staff provided the peer review panel with key staff to interview and time to see some of its route network and real-time operations to observe processes and see how the system functioned in the community.

The peer review panel was given a guided tour of Routes 2, 3, 4 and 10, as well as an overview of other routes and potential new service to the Flagstaff Pulliam Airport.

FINDINGS OF THE APTA PEER REVIEW PANEL

The APTA peer review panel also met extensively with Mountain Line staff, including the following:

- Mountain Lift and Mountain Line operators, supervisors and dispatchers
- Administrative Director
- Business Manager
- Operations Coordinator and Operations Director
- Recruitment and Retention Generalist
- Development and Planning staff
- Marketing and Communication Manager
- CEO and General Manager

4. Opening comments

The panel was impressed with the attitudes and generally high morale of the Mountain Line staff. Staff genuinely seemed very happy working at Mountain Line, and a team atmosphere was present throughout the organization. The staff showed great ownership, which was apparent from the cleanliness and well-maintained facilities and infrastructure.

The staff interviewed expressed a noticeably positive change at the top of the organization. There was consensus that employees are excited at the potential changes happening inside the organization and the potential for future growth.



5. Observations and recommendations

In its interview and field observations, the peer review panel found a number of areas in bus operations that it recommends as focus areas for improvement. This section details the panel's observations and recommendations.

FINDINGS OF THE APTA PEER REVIEW PANEL

5.1 Operations

Observations:

- **Organizational structure:** The panel found that the organizational structure at Mountain Line was consistent with other agencies of similar size. The staff size allows for more senior staff to interact with all levels in the agency, which was appreciated by the staff. However, not uncommon to smaller transit agencies, the current organizational structure is linear, with several staff having diverse responsibilities.
- **Systems and processes:** The panel noted that there seems to be a lack of standard operating procedure in place, or the current policies and procedures are not being consistently followed. Consistency is key for adherence to organizational policies and processes. There were some examples where even if a policy was in place there was inconsistency in communication and/or adherence that led to confusion.
- **Scheduling:** The panel observed that the run cutting for operators is done well and that the “cafeteria-style” selection works well for the current size of the agency. However, the scheduling of variable hour employees (VHEs) was inconsistent and inflexible.
- **Performance evaluations:** The panel reviewed the performance evaluation structure and found that, although tying performance evaluation to merit increases is a good idea in theory, it’s hard to do fairly in an operating environment. The practice of using “Observation Reports” in the field has been perceived to have increased once the performance evaluations process was implemented. The panel also noticed in the review of the performance evaluation document that on-time performance is a metric, or perceived metric, in the performance evaluation. This is not an ideal way to judge performance, as there are variables out of control of the operator, and it could lead to unsafe actions.
- **Recruitment/Retention:** The panel observed that while retention seems to be strong, the role of Human Resources in hiring operators is minimal. The Operations Department seems to have the primary responsibility of hiring and onboarding of new operators.

Recommendations:

- **Organizational structure:** As Mountain Line continues to grow, it needs to restructure staff to better align functional areas. With some restructuring, the staff will be able to have a more focused approach to achieve the results needed for the agency to grow. A better alignment of duties will also allow frontline staff the ability to know who is in charge of what and where the chain of command lies within the organization. It is important to note that restructuring doesn’t mean staff are not doing well in their current roles, but the agency is at a point where it can refocus needs and experiences to better align itself to achieve its long-term goals. If there is a restructure and roles are modified, employee development is recommended to ensure all employees’ success in their new roles and functions. Lastly, succession planning is difficult in small organizations due to limited growth opportunities. However, it is recommended to seek a balance for spreading duties so that specific knowledge isn’t isolated to any single staff person.
- **Systems and processes:** It is recommended that Mountain Line consider creating, or refreshing, standard operating procedures to help clarify issues and avoid inconsistencies. There needs to be a system in place for monitoring usage of such procedures. Having strong policies and procedures in place eliminates excuses and confusion. When there are gray areas, there is the chance for multiple interpretations of a policy that then has the potential to expose the agency. It should be noted that while policies should be clear and strong, there should also be some ability for a senior team member to make executive decisions on a case-by-case basis.
- **Scheduling:** The panel recommends that scheduling and planning ensure close communication to ensure optimal operational efficiencies. Operators need recovery time to “reset” and get off the bus. As the agency grows, the “cafeteria-style” selection process may create logistical issues. A recommendation is to insert some parameters into the process that would not allow for runs to be broken more than once. Currently, VHEs are essentially on standby and don’t have the flexibility to

FINDINGS OF THE APTA PEER REVIEW PANEL

have another job to supplement their income when they aren't able to get hours at Mountain Line. It is recommended to consider making VHEs' schedules more flexible to better retain these positions. For example, you could consider setting up an AM VHE pool and a PM VHE pool.

- **Performance evaluation:** The panel understands that it is hard to evaluate operators objectively. Supervisors, safety managers and operation managers need to work together to evaluate operators, so evaluations are consistent and more subject to metrics outlined in the performance evaluation document. It is also recommended that on-time performance be evaluated within the planning department rather than as part of the operator's performance evaluation metrics.
- **Recruitment/retention:** The HR staff has specifically trained attributes that are valuable in the interview and hiring process. It is recommended to involve HR in hiring to maintain consistency. A possibility is to utilize a hiring panel that is representative of HR, the hiring department, and one or two others.

5.2 Financial

Observations and recommendations:

- **Tax initiative:** The panel was able to have high-level discussions regarding the very close failure of the tax initiative that took place in November 2018. The panel appreciates the dedication of the whole organizational effort to educate the community about the benefits of how the additional funds would benefit the entire region. For the next ballot initiative, the panel recommends ensuring that a strong strategy is in place.
- **Budget efficiency:** The panelists weren't able to have an in-depth review of the budget to offer many recommendations for budget considerations. However, per the board's request to focus on gaining better efficiencies throughout the organization, the panel acknowledges that the recommendations for changes in the organizational structure and current staff resources may need to be shifted to gain desired efficiencies.
- **Partnership with Northern Arizona University:** The panel acknowledges that there is a strong partnership with Northern Arizona University and that its students and staff represent a large percentage of Mountain Line's ridership. The panel recommends that Mountain Line continue to build and work on the partnership with NAU to showcase the strength of how the system benefits the University.

5.3 General Administration

Although there was not an in-depth conversation regarding planning and development, the panelists and senior staff were able to have some conversations regarding future projects (i.e., new BRT line and electric bus deployment). The panelists and APTA are happy to assist Mountain Line as these projects are advanced.

Observations and recommendations:

- **Workloads:** The workloads of administrative staff are observed to be higher than at other agencies of similar size. The general ratios in the industry are 25 percent administrative and 75 percent frontline staff. The panel recommends that Mountain Line review functional areas and ensure that those areas are staffed appropriately.
- **Internal meetings:** Since the CEO transition, Mountain Line staff are pleased to see more of the senior staff interacting within all levels in the agency. It was noted that there are monthly meetings with frontline staff that aren't always perceived to be valuable use of time. There are several meetings to engage with all areas within the agency, but the desired outcome may not be as intended. The panel recommends that Mountain Line consider restructuring meetings, so they are more effective and meaningful.

FINDINGS OF THE APTA PEER REVIEW PANEL

6. Concluding remarks

The findings provided through this review are intended to assist Mountain Line in its strategies for continually strengthening its bus operations.

The panel sincerely appreciates the support and assistance extended throughout the entire peer review process by Mountain Line staff. The panel stands available to assist with any clarification or subsequent support that may be needed.

FINDINGS OF THE APTA PEER REVIEW PANEL

Appendix A: Letter of request



Northern Arizona Intergovernmental Public Transportation Authority

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June 18, 2019

Mr. Jeff Hiott
Assistant VP - Technical Services and Innovation
American Public Transportation Association
1300 I Street NW, Suite 1200 East
Washington, DC 20005

Delivered via: jhiott@apta.com

RE: Northern Arizona Intergovernmental Public Transportation Authority request for APTA Peer Review Service

Mr. Hiott,

Upon review of the APTA Peer Review one-page overview and subsequent conversations with you and your team, Northern Arizona Intergovernmental Public Transportation Authority (NAFTA) d/b/a Mountain Line, is interested in completing a Week-long Peer Review with APTA team and industry experts. We are anticipating our review will be on Operations: specifically, within scheduling, dispatch/para transit, and ultimately work with us on operational efficiencies. We can continue to discuss and refine the scope in the coming weeks.

We are anticipating holding this review the later part of August (if possible) based on the availability of APTA staff and peers. As far as peer interest, I would like for APTA to consider The Rapid, Lextran, and MetroLINK (Moline, IL) as part of the Week-long Peer Review panel.

Please let me know if you need additional information at this time.

I look forward to working with you and your team on this important step forward for our developing agency.

Sincerely,

A handwritten signature in black ink, appearing to read "Erika L. Mazza".

Erika L. Mazza
CEO and General Manager



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DATE PREPARED: December 6, 2019
DATE: December 18, 2019
TO: Honorable Chair and Members of the Board
FROM: Bizzy Collins, Transit Planner
SUBJECT: Update on the Bus Rapid Transit Project

RECOMMENDATION:

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

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

Goal:

- ❖ Service Excellence

Objectives:

- ❖ Deliver service enhancements that are in line with our 5-year transit plan and make transit an attractive mode choice.
- ❖ Invest in capital to improve efficiencies and infrastructure to enhance customer-first service delivery.

BACKGROUND:

In November 2018, Mountain Line initiated the development phase of the Bus Rapid Transit (BRT) Project to study potential long-term improvements on high-frequency bus service from the Flagstaff Medical Center to Woodlands Village (see attached map). BRT is a toolbox of transit enhancements that adds up to a **faster trip** and an **improved experience**. As a result of Mountain Link (Route 10), our first BRT that opened in 2011, system-wide ridership increased 66% in the first year alone and, in subsequent years, spurred economic development along the Mountain Link corridor. Mountain Line anticipates similar results with the second BRT.

A team of agency stakeholders has been advising staff on technical aspects of the project. Over the past four meetings, stakeholders have provided critical feedback on the project's purpose and need, alignment alternatives, criteria to screen alternatives, and, most recently, the results of the evaluation.

Alternatives were measured using criteria for the project goals:

Goal 1: Enhance

- a. Transit Travel Times
- b. Mobility Improvements-Ridership
- c. Congestion Relief-Increase in Linked Transit Trips
- d. Impact to Vehicular Travel Times
- e. Ability to Accommodate Bicyclists
- f. Ability to Accommodate Pedestrians



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Goal 2: Connect

- a. Land Use
- b. Ability to Connect to Bicycle and Pedestrian Facilities and Routes

Goal 3: Develop

- a. Economic Development

Goal 4: Thrive

- a. Public Support
- b. Opportunity to Improve "Great Street" Character

Goal 5: Sustain

- a. Proposed Transit Service Impact on Built Resources
- b. Cost Effectiveness

The top-ranking route alignment alternatives are provided in the attachment. The highest scoring northern alternative—the section between the Flagstaff Medical Center and the Downtown Connection Center—has the BRT in general traffic lanes using San Francisco Street north-bound and Beaver Street south-bound. The highest scoring southern alternative—the section between the Downtown Connection Center and Woodlands Village—has the BRT in center-running bus-only lanes for one mile on Milton Road, then on side-running bus-only lanes on Beulah Boulevard, and turning around in Woodlands Village. While these alternatives best achieve our project goals, this alternative proposes big changes on Milton Road. Staff believe we need public buy-in for these changes before making a final determination. Therefore, throughout the winter, staff are planning to present this information to commissions and business organizations for feedback.

Other ongoing tasks include environmental analysis, determining bus station location and design along with utility impacts, and continued coordination with the ADOT Milton Corridor Master Plan (CMP). Ensuring ADOT's long-range plans include Mountain Line's BRT service enhancement project is vital for success.

TAC DISCUSSION:

TAC expressed support for the project and identified improvements to the presentation, which have been incorporated.

FISCAL IMPACT:

The BRT Project Development phase costs \$2.2 million and is 80% funded by a Federal Transit Administration (FTA) Grant. The project is included in the Mountain Line FY2020 budget.

This Project Development phase of the BRT will be completed by September 2020, if not sooner. At that time, the report will be submitted to FTA for evaluation, rating, and approval for a Small Starts Grant Agreement. FTA rating and approval recognizes that Mountain Line's BRT project has enough engineering and design detail, firm and reliable cost estimates, and detailed scope and schedule for the project, thus making it eligible for a construction grant agreement. With these components in place, FTA



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may choose to recommend the project for funding under the Capital Investment Grant (CIG) program. Local funding details of the BRT will be explored more specifically as part of the Project Development process and would be identified in future Mountain Line budgets.

SUBMITTED BY:

Bizzy Collins
Transit Planner

APPROVED BY:

Erika Mazza
CEO and General Manager

ATTACHMENTS:

1. Top-Ranking BRT Alternatives
2. Full Evaluation Matrix

-page 31
-available upon request

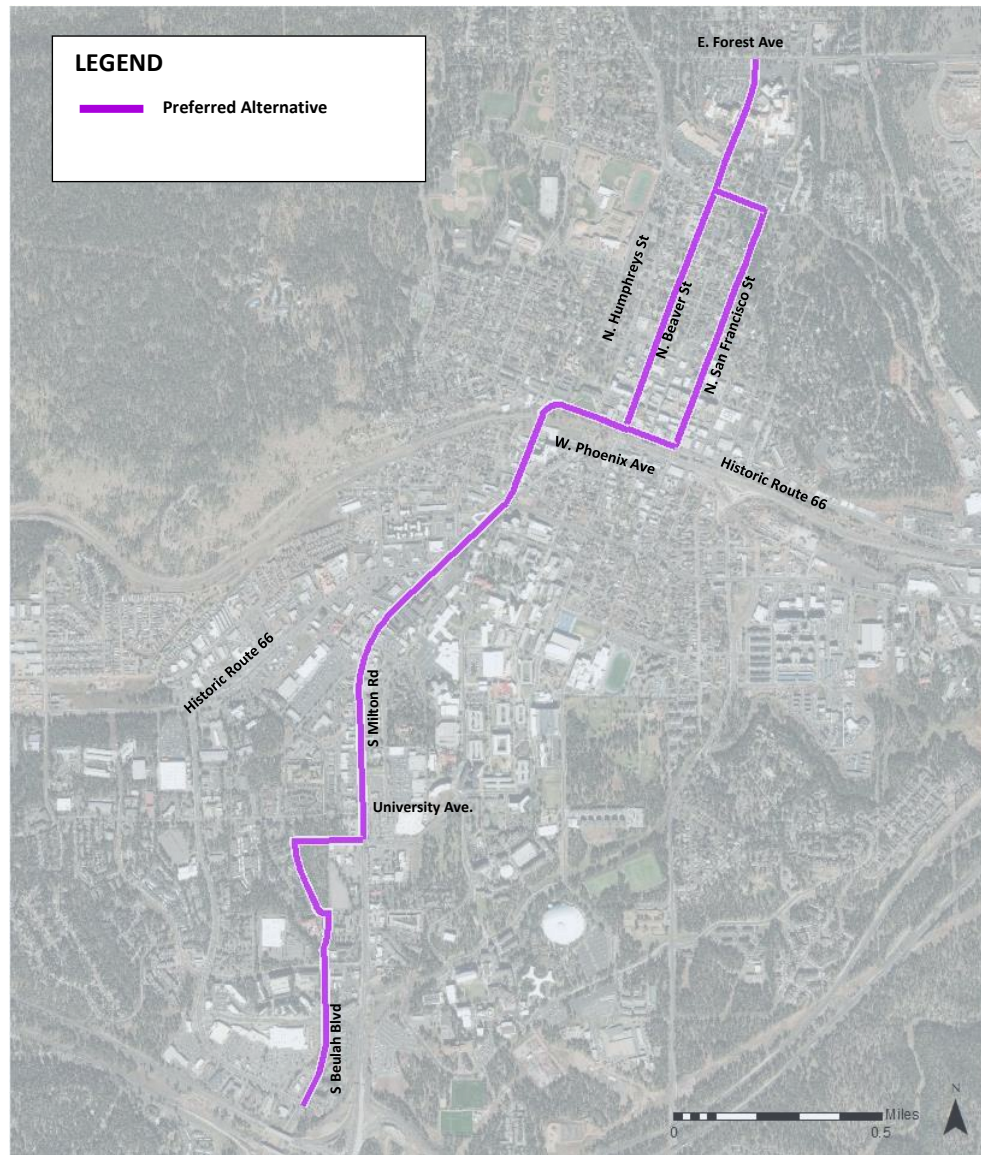


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Attachment: Highest-Ranking BRT Alternatives

Northern Section – Flagstaff Medical Center to Route 66:



Milton Road Section – Phoenix Avenue to University Avenue:





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DATE PREPARED: December 9, 2019

MEETING DATE: December 18, 2019

TO: Honorable Chair and Members of the Board

FROM: Kate Morley, Development Director

SUBJECT: Consider Funding for Service Prioritization

RECOMMENDATION:

Staff recommends the Board of Directors provide direction to pursue new funding sources in order to deliver on recently adopted service priorities.

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

Goal:

- ❖ Fiscal Responsibility

Objective:

- ❖ 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.

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 Service Prioritization Plan. Staff brought forth a Service Prioritization Plan for enhanced transit services which was adopted by the Board on November 20. This report builds on the newly adopted prioritization by considering options for funding these additional transit services. The table below shows the approved service priorities with the estimated annual operating cost at today's dollar. In order to fulfill the Service Prioritization Plan, new funding would need to be realized. Services to date have been funded through three revenue sources: 1) the approximate 3/10th of a cent (.00295) sales tax, approved by the voters in 2008 and renewed through 2030 in 2016; 2) fares; and 3) FTA apportionments.

For reference, the current transit tax rate is .295% or .00295, or 29.5 cents on a \$100 purchase. The total FY2019 transit tax revenue, as recently reported by City staff, is \$5,819,983. Additional transit service cannot be supported by these existing revenues as Mountain Line fully allocates its current revenues to existing services and current capital needs. Additionally, annually setting aside additional funds to support capital projects in the amount of approximately \$500,000 would support vehicle replacements and other needs. Capital needs could increase another \$5,000,000 in one-time costs in order to pursue capital infrastructure for a BRT. Mountain Line should also consider having money available to support solutions to congestion, which can impact capital and/or operational costs, and be flexible to adapt to changing community needs for service.



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Mountain Line proposed a transit tax increase (Proposition 421) in the 2018 election. The proposal included a .149% sales tax increase (14.9 cents on a \$100 purchase) which would have provided \$2.9 million new revenue in FY2019 and funded a portion of the service priorities below. NAU would have leveraged the Proposition with a \$500,000 annual commitment to provide a Universal Access Pass. The measure lost by approximately 200 votes. Feedback from post-election focus groups indicated the main reasons behind the loss included election precincts with limited or no bus routes were less supportive of Proposition 421 and that there was not a strong tie to the local concerns of the time which were environment, city infrastructure, and housing. Opposition comments fall into three themes: my car is convenient, I needed more information about how Mountain Line is funded, and it uses its current resources, and there was a general anti-tax sentiment.

Mountain Line 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 \$1,635,764	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.



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10	Regional Services	Unknown	Service requests through Regional Policy – initiated from other communities/partners.
Total Operating Costs		\$4,173,965	

FUNDING OPTIONS:

There are a variety of funding options the Board could pursue to implement these services including sales tax, property tax, or private investment.

In order to receive our Federal 5307 Apportionments, we must have a local funding source that matches the federal investment at a 50/50 split. Sales tax has traditionally been used to fund the local portion of transit services within Flagstaff and the rate would need to be increased to provide additional services. Property tax is another option and could also be applied to targeted areas that desire transit. Finally, Mountain Line could pursue private funders as an opportunity to diversify revenue. It is likely that private funders would have interest in specific routes and there is a risk that we would be unable to holistically fund the priority of services. Mountain Line could lose some control with the order of services provided and the timeframe in which they could be added in the private funding scenario.

With these options in mind, staff have proposed three options for pursuing more public funding to invest in the system.

1. Mountain Line could go forward with a request for a 2020 sales tax initiative of .15% which would fund the highest priority services, understanding of our historic inflation rates.
2. Mountain Line could go forward with a request for a 2020 sales tax initiative of .15% and direct staff to find additional funding partners to fulfill the Service Prioritization Plan. Sources could include property tax, Universal Access Passes, funding from key destinations, such as the Flagstaff airport, and private developments.
3. Mountain Line could propose doubling the current transit sales tax rate of .295% to fund all of the service priorities and create flexibility to adapt to future needs.

TAC DISCUSSION:

TAC provided several considerations for the Board. First, TAC fundamentally felt it was problematic that there is additional funding for other transportation modes to continue to expand and grow but not for transit, creating an imbalance in Flagstaff's transportation system as we move forward. The TAC also suggested the .15% could be problematic in that it wouldn't fund service in University Heights or Country Club, areas that don't have service and did not support 421 last time. At the same time, TAC questioned if the timing was right and if we had enough time to make decisions on the BRT and bring groups opposed to 421 on board. They also had general suggestions related to messaging, some of which fall outside of the educational messaging Mountain Line can conduct.



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ALTERNATIVES:

- 1) **Provide direction to pursue a .15% transit tax proposal to the November 2020 ballot:** This is action would fund the highest priority services in the 5-Year Plan and Service Prioritization Plan. A formal request to the City Council to add the tax to the ballot would be required.
- 2) **Provide direction to pursue a .15% transit tax proposal to the November 2020 ballot and direct staff to pursue other revenue sources:** Mountain Line could go forward with a request for a 2020 sales tax initiative of .15% which fund the highest priority services and seek new funding partners to fulfill the priority list. Sources could include property tax, Universal Access Passes, funding from key destinations, such as the Flagstaff airport, and private developments. A formal request to the City Council to add the tax to the ballot would be required.
- 3) **Provide direction to pursue a .295% transit tax proposal to the November 2020 ballot:** Mountain Line could propose doubling the current transit sales tax rate of .295% to fund all of the service priorities and create flexibility to adapt to future needs. A formal request to the City Council to add the tax to the ballot would be required.
- 4) **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 and service priorities. Mountain Line will continue to have needs for new revenues for solutions to congestion and increasing costs.

FISCAL IMPACT:

Building out Mountain Line's Service Prioritization Plan will cost approximately \$4 million annually in operations and \$45 million in capital at today's costs (50% estimated for BRT). Assuming an 80% match for capital projects, the local share would be \$9 Million for capital projects. With a .15% tax increase Mountain Line would still need a source of local funds for capital projects and an additional \$2 million annually to deliver the entire 5-Year Transit Plan and Service Prioritization List. Doubling the current tax would cover all proposed costs. As of July 2020, the City sales tax will be 9.181% exclusive of the 2% BBB tax.

SUBMITTED BY:

Kate Morley
Development Director

APPROVED BY:

Erika Mazza
CEO and General Manager

ATTACHMENTS:

None.



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DATE PREPARED: December 5, 2019

MEETING DATE: December 18, 2019

TO: Honorable Chair and Members of the Board

FROM: Rhonda Cashman, Executive Assistant and Clerk of the Board

SUBJECT: FY2020 and FY2021 Meeting Calendar Review

RECOMMENDATION:

Staff recommends the Board of Directors review and provide direction regarding the remaining FY2020 meeting dates and approve the FY2021 meeting dates.

BACKGROUND:

Pursuant to Board practice, staff offers a calendar review each year in January and June. This allows all Board, TAC and staff members to plan and have meetings marked on their calendars. To assist in planning for the next 18 months, staff requests the Board review the remaining FY2020 meeting dates and the proposed dates for the FY2021 meeting calendar. This review has been moved up to December this year due to some known potential conflicts with the March and April Board meeting dates. These dates and times are open to discussion and modification.

The January 2nd TAC Meeting was cancelled due to the potential inability to meet quorum during the holiday week.

Spring Break in March is a potential repetitive conflict for the Board. Please confirm if you will plan to be available on Wednesday, March 18, 2020 for our Board Meeting, in order to determine a quorum.

Also, the April Board meeting date, Wednesday, April 15, 2020, will fall during the awards luncheon on the final day of the AzTA Conference. The conference is being held in Flagstaff this year and several staff members are planning to attend the conference and awards luncheon. Please discuss and determine if the April 15th meeting could be held the same day, 3-5pm; or perhaps, move it to the following week, Wednesday, April 22nd, 10am-12pm.

Typically, the Coconino County Board of Supervisors is on summer recess late June to early August and the Flagstaff City Council is on summer recess early July to mid-August. Fall Semester classes at NAU and CCC typically begin the last week of August. Since the County Board of Supervisors and City Council members are on recess in July, it seems appropriate to have the NAIPTA meeting recess in July as well.





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For FY2021, staff propose to not hold TAC meetings in the months we have joint meetings, May and October. Joint meetings will be held on Board meeting Wednesdays for an extended amount of time.

TAC DISCUSSION:

TAC was supportive of the meeting dates going forward.

FISCAL IMPACT:

The Board and TAC meeting schedule has no fiscal impact.

SUBMITTED BY:

Rhonda Cashman
Executive Assistant and Clerk of the Board

APPROVED BY:

Erika Mazza
CEO and General Manager

ATTACHMENTS:

- | | | |
|----|-------------------------|----------|
| 1. | FY2020 Meeting Calendar | -page 38 |
| 2. | FY2021 Meeting Calendar | -page 39 |



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NAIPTA FY2020 REGULAR MEETINGS

Transit Advisory Committee (TAC) - First Thursday of each Month Board of Directors (BOD) – Third Wednesday of each Month

Date	Meeting	Location	Time
7/2019	Recess	-----	-----
8/1/2019	TAC	WEB EX NAIPTA Based	10am
8/21/2019	BOD	WEB EX NAIPTA Based	10am
9/5/2019	TAC	WEB EX NAIPTA Based	10am
9/18/2019	BOD	WEB EX NAIPTA Based	10am
10/3/2019	BOD/TAC Advance	Flagstaff Aquaplex	9am-2pm
11/7/2019	TAC	WEB EX NAIPTA Based	10am
11/20/2019	BOD	WEB EX NAIPTA Based	10am
12/5/2019	TAC	WEB EX NAIPTA Based	10am
12/18/2019	BOD	WEB EX NAIPTA Based	10am
1/2/2020	TAC	WEB EX NAIPTA Based	Cancelled
1/15/2020	BOD	WEB EX NAIPTA Based	10am
2/6/2020	TAC	WEB EX NAIPTA Based	10am
2/19/2020	BOD	WEB EX NAIPTA Based	10am
3/5/2020	TAC	WEB EX NAIPTA Based	10am
3/18/2020	BOD	WEB EX NAIPTA Based	10am
4/2/2020	TAC	WEB EX NAIPTA Based	10am
4/15/2020	BOD	WEB EX NAIPTA Based	10am
5/20/2020	TAC/BOD Joint Meeting	Flagstaff	10am-2pm
6/4/2020	TAC	WEB EX NAIPTA Based	10am
6/17/2020	BOD	WEB EX NAIPTA Based	10am

NAIPTA FY2021 REGULAR MEETINGS

Transit Advisory Committee (TAC) - First Thursday of each Month Board of Directors (BOD) – Third Wednesday of each Month

Date	Meeting	Location	Time
7/2020	Recess	-----	-----
8/6/2020	TAC	WEB EX NAIPTA Based	10am
8/19/2020	BOD	WEB EX NAIPTA Based	10am
9/3/2020	TAC	WEB EX NAIPTA Based	10am
9/16/2020	BOD	WEB EX NAIPTA Based	10am
10/21/2020	BOD/TAC Advance	Flagstaff	9am-2pm
11/5/2020	TAC	WEB EX NAIPTA Based	10am
11/18/2020	BOD	WEB EX NAIPTA Based	10am
12/3/2020	TAC	WEB EX NAIPTA Based	10am
12/16/2020	BOD	WEB EX NAIPTA Based	10am
1/7/2021	TAC	WEB EX NAIPTA Based	10am
1/20/2021	BOD	WEB EX NAIPTA Based	10am
2/4/2021	TAC	WEB EX NAIPTA Based	10am
2/17/2021	BOD	WEB EX NAIPTA Based	10am
3/4/2021	TAC	WEB EX NAIPTA Based	10am
3/17/2021	BOD	WEB EX NAIPTA Based	10am
4/1/2021	TAC	WEB EX NAIPTA Based	10am
4/21/2021	BOD	WEB EX NAIPTA Based	10am
5/19/2021	TAC/BOD Joint Meeting	Flagstaff	10am-2pm
6/3/2021	TAC	WEB EX NAIPTA Based	10am
6/16/2021	BOD	WEB EX NAIPTA Based	10am

Subject to change up until 24 hours before meeting

Proposed 12.18.2019



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DATE PREPARED: December 5, 2019

MEETING DATE: December 18, 2019

TO: Honorable Chair and Members of the Board

FROM: Rhonda Cashman, Executive Assistant and Clerk of the Board

SUBJECT: Consider Appointment of TAC Business or Economic Development Member

RECOMMENDATION:

Staff recommends the Board of Directors consider appointing a Business or Economic Development representative to the TAC, effective January 18, 2020.

BACKGROUND:

REGARDING THE TRANSIT ADVISORY COMMITTEE:

In accordance with the Restated Master IGA Section 11, titled "Transit Advisory Committee",

Membership: *"The TAC shall consist of the Coconino County Manager or designee; a Coconino County citizen appointed by the Board of Supervisors; Flagstaff City Manager or designee; a Flagstaff citizen appointed by the City Council; Northern Arizona University Vice President of Administration or designee; Coconino County Community College District Vice President or designee; the Manager of the Flagstaff Metropolitan Planning Organization; the Student Senate President from Northern Arizona University or designee; the Student Senate President from Coconino County Community College or designee; and, at the discretion of the Board, a representative of a business or economic development association. Additional guest members from surrounding communities may be invited by the TAC Chair as needed to hold meaningful regional discussions. Such invitations are intended to be for a temporary period as necessary for the particular topic. The Student Senate Presidents and guest members shall be ex-officio, non-voting members."* Terms: *"Citizen members of the TAC shall serve for terms of 3 years each."* **In accordance with the Rules of Procedure, Section 8,4, titled "Alternate Members of BOD and TAC."** Alternate representatives to both the BOD and TAC shall be appointed as provided herein and shall be authorized to attend BOD or TAC meetings and vote on all issues coming before the body, in the event that the regular representative is unable to attend a meeting. The BOD or TAC member representing a County, City, Town or University seat may appoint the BOD or TAC member's alternate. The governing body of each Citizen, Student or Business Member shall designate an alternate representative to the TAC. **The TAC currently has eight (8) voting positions, effective July 1, 2013.** T. Paul Thomas has been serving as the Business Representative on behalf of the Northern Arizona Leadership Alliance (NALA). Tim Kinney, representing NALA, has been his alternate. Their terms will expire on January 17, 2020. The NAIPTA Board may appoint a business or economic development association representative and the organization may designate an alternate.



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TAC Members:

8 Voting members with 5 needed for Quorum

	<i>Member Agency</i>	<i>Term Expires</i>	<i>Primary</i>	<i>Designee</i>	<i>Alternate (optional)</i>
Voting Members					
	Coconino County		Jimmy Jayne	Lucinda Andreani	Christopher Tressler
	Coconino County Citizen	1/23/2020	Gillian Thomas		
	City of Flagstaff		Greg Clifton	Shane Dille	Jeff Bauman
	City of Flagstaff Citizen	10/16/2021	Paul Wagner		Kevin Parkes
	NAU		Vice President - Administration	Erin Stam	Judy Manor
	CCC		Vice President	Kurt Stull	Steve Peru
	FMPO Manager		David Wessel		Martin Ince
	Business or Economic Development Representative	1/17/2020	T. Paul Thomas (NALA)		Tim Kinney (NALA)
Ex-Officio					
	NAU Student Senate President		Ronni Marks	Mystery-Lynn Freitas	
	CCC Student Senate President		Vacant		
	Others		Not Applicable		

TAC DISCUSSION:

TAC had no comments or questions regarding this item.

FISCAL IMPACT:

Board and TAC appointments have no fiscal impact.

SUBMITTED BY:

APPROVED BY:

Rhonda Cashman
Executive Assistant and Clerk of the Board

Erika Mazza
CEO and General Manager



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ATTACHMENTS:

1. T. Paul Thomas (NALA) Letter of Interest -page 43
2. Gail Jackson (ECoNA) Letter of Interest -page 44



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Board of Directors

Officers

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David Engelthaler
TGen North

Vice Chair

Carrie Heinonen
*Museum of
Northern Arizona*

Secretary

Brandon Kavanagh
*Magnum, Stoops,
Wall & Warden, PLLC*

Treasurer

Tim Kinney
*Kinney Construction
Services, Inc.*


Directors

Kerry Blume
Kerry Blume Consulting

Jeff Hall
Lowell Observatory

Maury Herman
*Coast & Mountain
Properties*

November 5, 2019

Erika Mazza, CEO
Northern Arizona Intergovernmental Public Transportation Authority
3773 N. Kaspar Drive 
Flagstaff, AZ 86004

Attention Ms. Mazza,

Please accept this letter as my “letter of interest” to continue on as the business community representative on the NAIPTA TAC.

Please don’t hesitate to reach out to me if I can provide any additional information.

Sincerely,

T Paul Thomas, CEO

Rhonda Cashman

From: Gail Jackson <gjackson@econa-az.com>
Sent: Friday, November 22, 2019 5:11 PM
To: Rhonda Cashman
Subject: Interest in Transit Advisory Committee

Sent from my iPhone

Good Afternoon Ms. Cashman,

This email is to express my interest in the business/economic development open position that currently exists on the Transit Advisory Committee (TAC). Transportation connectivity is critical when looking to attract and retain businesses in northern Arizona.

My 14 years of experience working with Flagstaff businesses gives me a unique perspective on business needs. I have led the city of Flagstaff business recruitment efforts for the last five years and recognize how critical a public transit system is when companies are considering Flagstaff.

Northern Arizona has seen significant growth and is projected to continue to increase in population. Here at ECONA we are working to improve the economic vitality of the region. Influencing transit policy and planning is necessary to ensure a healthy business climate. My collaborative nature and ability to get things across the finish line would make me a great candidate for your committee. I worked with many partners to bring a new Veterans home to Flagstaff. As president of the Flagstaff Auto Park Association, I partnered with our commercial broker to sell 40% of the lots in the last five years.

Ms. Cashman, I feel that my I would be an excellent candidate to fill your open economic development position on the TAC. I welcome further conversations to my qualifications and look forward to your correspondence.

Best,

Gail Jackson
Interim President/CEO
Economic Collaborative of Northern Arizona
Office: [928-707-7528](tel:928-707-7528)
Cell: [928-607-6521](tel:928-607-6521)
gjackson@econa-az.com
www.econa-az.com



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DATE PREPARED: December 9, 2019

MEETING DATE: December 18, 2019

TO: Honorable Chairman and Members of the Board

FROM: Erika Mazza, CEO and General Manager

SUBJECT: Employee Satisfaction Survey – September 2019

RECOMMENDATION:

No action is being recommended, but the Board may direct staff on modifications to future Employee Satisfaction Surveys including survey instruments or methodology.

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

Goal:

- ❖ Investing in Mountain Line Workforce

Objective:

- ❖ Develop a workplace culture that supports employee development and work-life balance.

BACKGROUND:

Mountain Line conducts an employee satisfaction survey every 6 months and has done so for the past 20 years. The survey has proven to be an excellent tool for measuring trends, gaining feedback, and responding to changes in employee satisfaction over time. The survey is based on a policy that ensures anonymity and confidentiality. Specifically, employees do not sign their name, surveys are tabulated by a third party, and survey results are shared with the entire staff team. The Mountain Line Leadership team then reviews for trends and comments regarding opportunities to enhance the existing work environment.

Staff will make a presentation at the December TAC and Board meetings on the trends and findings for the September 2019 Employee Satisfaction Survey.

TAC DISCUSSION:

TAC spent time discussing the declining survey results and suggest looking for ways to involve staff and listen differently. It was also recommended to research our past survey records, identify similar dips, what they were and how we recovered.

SUBMITTED BY:

Erika Mazza
CEO and General Manager



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DATE PREPARED: December 9, 2019

DATE: December 18, 2019

TO: Honorable Chair and Members of the Board

FROM: Anne Dunno, Capital Project Manager

SUBJECT: Consider the First Amendment to Contract for RFP 2019-106 Job Order Contracting Services– Horizontal Construction of Transit Facilities Associated with Bus Stops

RECOMMENDATION:

Staff recommends the Board of Directors: Approve First Amendment to contracts awarded April 17, 2019 to Kinney Construction Services, Inc. (KCS) and SWP Contracting & Paving that amends the contract term to reflect the RFP 2019-106 term.

RELATED STRATEGIC PLAN GOAL & OBJECTIVE

Goal:

- ❖ Stewardship of Resources

Objective:

- ❖ Maintain our facilities and equipment to demonstrate our pride in service excellence and maximize their useful life.

BACKGROUND:

The NAIPTA Board of Directors awarded RFP 2019-106 Job Order Contracting on April 17, 2019 to Kinney Construction Services, Inc. (KCS) and SWP Contracting & Paving. During preparation for the Federal Transit Administration's (FTA) triennial review, a clerical error was discovered where the contract dates do not match the dates published in the Request for Proposals (RFP) and as approved by the Board of Directors. Per Mountain Line's procurement policy, the contract terms must match the RFP terms. This amendment is to correct the discrepancy.

TAC DISCUSSION:

Due to timing of discovery of the contract discrepancy, this item was not presented to TAC.

ALTERNATIVES:

1) Approve First Amendment to contracts awarded April 17, 2019 to Kinney Construction Services, Inc. (KCS) and SWP Contracting & Paving that amends the contract term to reflect the RFP 2019-106 term. (recommended). Approval will bring the contract in line with Mountain Line's procurement policy and staff can continue with Job Order Contracting to implement annual bus stop rehabilitation program and ADA bus stop improvements.



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2) Do not approve First Amendment to contracts awarded April 17, 2019 to Kinney Construction Services, Inc. (KCS) and SWP Contracting & Paving that amends the contract term to reflect the RFP 2019-106 term. (not recommended). If not approved, the contract will be out of compliance with Mountain Line's procurement policy which may result in a finding through FTA's triennial review and impact our ability to receive future grants from FTA.

FISCAL IMPACT:

There is no fiscal impact with this amendment.

SUBMITTED BY:

Anne Dunno
Capital Project Manager

APPROVED BY:

Erika Mazza
CEO and General Manager

ATTACHMENTS:

1. JOC Contracts
2. RFP 2019-106
3. Staff Report dated 4/17/2019
4. First Amendment Contracts

-available upon request
-available upon request
-pages 48-50
-pages 51-56



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DATE PREPARED: April 9, 2019

DATE: April 17, 2019

TO: Honorable Chair and Members of the Board

FROM: Anne Dunno, Capital Project Manager

SUBJECT: Consider RFP 2019-106 for Job Order Contracting Services - Horizontal Construction of Transit Facilities Associated with Bus Stops

RECOMMENDATION:

Staff recommends the Board of Directors: Award RFP 2019-106 to Kinney Construction Services, Inc. (KCS) and SWP Contracting & Paving as follows; 1) Approve contracts for Job Order Contracting Services: Horizontal Construction of Transit Facilities Associated with Bus Stops; and 2) Authorize NAIPTA CEO & General Manager to execute the Job Orders in an amount not to exceed \$226,000.

RELATED STRATEGIC WORKPLAN OBJECTIVE

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

BACKGROUND:

NAIPTA often has small capital projects that require timely procurement of contractors to complete work such as bus stop pad replacements and repairs, modifications to existing or new bus stops. A typical procurement process can take months and with an already short construction season, time is often of the essence. A preferred method in managing procurement delays and being timely with our construction needs is to contract with Job Order Contractors (JOCs) who are originally chosen through a competitive procurement process and are able to quickly bid on projects as requested by NAIPTA. These JOCs will support NAIPTA with the bus shelter rehabilitation program and annual service changes. Having JOCs will enable NAIPTA to address minor bus stop facility related items on a Job Order (as-needed) basis, providing efficiency in timing project delivery.

NAIPTA staff conducted an open and competitive procurement process reflective of NAIPTA and Federal Transit Administration procurement policies with a Request for Proposals (RFP) that included evaluation of both qualifications and price (proposal pricing based on typical items) and selection based on best value to NAIPTA.

The Request for Proposal (RFP) timeline was as follows:

RFP Timeline:

Release RFP 2019-106	November 16, 2018
In Person Pre-Proposal Meeting (optional)	December 7, 2018
Deadline for Questions	December 14, 2018
Close RFP 2019-106	December 21, 2018
Contractor Selection	January 23, 2019



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Recommendation to NAIPTA Board of Directors	April 17, 2019
Notice to Proceed (contingent on BOD approval)	April 17, 2019 or after

NAIPTA received and scored two submittals from Kinney Construction Services and SWP Contracting & Paving. Submissions were evaluated by staff and scored according to firm and staff experience, project approach, price, and past performance.

Results

GENERAL CONTRACTOR	SCORE (100 maximum)	RANK
Kinney Construction Services	100	1
SWP Contracting & Paving	92.5	2

Both vendors met all requirements of the RFP and provided good value. The scoring committee is therefore recommending both firms be awarded JOC contracts. The contract duration is from the effective date thru October 1, 2021 with renewal up to two (2) additional (12) month periods.

NAIPTA will initiate Job Orders for projects by requesting proposals from both awarded contractors for a specific scope of work. Contractors will provide unit costs based on the Job Order scope of work and apply a Contractor coefficient to calculate the total value of the Job Order. Selection per Job Order will be based on best value to NAIPTA in terms of cost and schedule for that project. NAIPTA's CEO & General Manager may authorize one or more Job Orders up to total value of not to exceed annual approved budget capacity. Staff will return annually to request NAIPTA Board approval of not to exceed value, similar to General Consulting Services contract with AECOM.

TAC DISCUSSION:

The TAC was supportive of the recommendation.

ALTERNATIVES:

1) Award RFP 2019-106 to Kinney Construction Services, Inc. (KCS) and SWP Contracting & Paving; 1) Approve contracts for Job Order Contracting Services: Horizontal Construction of Transit Facilities Associated with Bus Stops, and 2) Authorize CEO & General Manager to execute the Job Orders in an amount not to exceed \$226,000. (recommended). If approved, NAIPTA can begin development of FY2019 Job Order(s) to support shelter rehabilitation and service changes that are planned for summer 2019 construction. JOC contractors will enable NAIPTA to complete small projects in a timely manner and find project scaling efficiencies.

2) Do not award RFP 2019-106 and subsequent contracts to Kinney Construction Services, Inc. (KCS) and SWP Contracting & Paving (not recommended). If not approved, NAIPTA will need to do competitive procurements for upcoming shelter rehabilitations and stop improvements which will add delays to anticipated schedules. Additionally, small projects such as ADA concrete improvements have been difficult to attract bidders to without the economies of scale found in JOC contracts and risk being not awarded. Finally, working with several vendors to understand needs related to stop closures and traffic controls can make service delivery more difficult.



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FISCAL IMPACT:

Job Orders will be limited to projects as approved annually during budget process. Project specific funding will include combination of federal, as available, and local funds. The draft FY2020 budget includes \$226,000 for new bus stops and related infrastructure. Historically NAIPTA's annual budget for bus stop rehabilitation is approximately \$103,000 and the 10-year Financial Plan includes this as a reoccurring need. Job Orders will be issued as appropriate funds are identified from each annually approved budget. Staff will return annually for Board approval of not to exceed amount that is reflective of the approved budget for the forthcoming fiscal year.

SUBMITTED BY:

Anne Dunno
Capital Project Manager

APPROVED BY:

Erika Mazza
CEO and General Manager

ATTACHMENTS:

1. JOC Contracts
2. RFP 2019-106
3. Contractor responses to RFP

-separate from packet
-available upon request
-available upon request



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FIRST AMENDMENT TO AGREEMENT

THIS FIRST AMENDMENT TO JOB ORDER MASTER CONTRACT NO. C6000-2019 (“FIRST Amendment”) is made and entered into as of the 1ST day of December 2019 (the “Effective Date”), by and between the Northern Arizona Intergovernmental Public Transportation Authority, a political subdivision of the State of Arizona (“NAIPTA”), and Kinney Construction Services, LLC (the “CONTRACTOR”). NAIPTA and the CONTRACTOR are sometimes referred to in this FIRST Amendment collectively as the “Parties” and each individually as a “Party.”

RECITALS:

A. The Parties entered into a Job Order Master Contract for various contracting services dated April 1, 2019 (the “Original Agreement”). All capitalized terms used without definition in this FIRST Amendment shall have the definitions ascribed to them in the Original Agreement, as modified by this FIRST Amendment.

B. The Parties now desire to amend the Original Agreement upon the terms and conditions contained in this FIRST Amendment.

AGREEMENTS:

NOW, THEREFORE, for and in consideration of the foregoing Recitals and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereby amend the Original Agreement as follows:

1. Section 6.1 Contract Term. This section is amended to provide that the term of the Original Agreement shall be from the Effective Date thru October 1, 2021. The Original Agreement may be renewed in writing, signed by both parties, for up to two (2) additional (12) month periods upon the same terms and conditions set forth in the Original Agreement

2. Reaffirmation of Original Agreement and First Amendment. Except as amended by this FIRST Amendment, all other terms and conditions of the Original Agreement shall remain in full force and effect. In the event of any conflict between this FIRST Amendment and the Original Agreement, the terms of this FIRST Amendment shall prevail.

3. Counterparts. This FIRST Amendment may be executed by facsimile or in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument, binding on all of the Parties. Facsimile signatures shall have the same force and effect as original signatures and shall be binding upon the Parties.

Job Order Contracting Services, Kinney Construction Services, LLC
First Contract Amendment

IN WITNESS WHEREOF, the Parties have executed this FIRST Amendment effective as of the Effective Date set forth above.

NAIPTA, a political subdivision of the State of
Arizona

Date: _____

By: _____

Jamie Whelan

Its: Chair of Mountain Line Board of Directors

Approved as to form:

By _____
Scott Holcomb,
Dickinson Wright PLLC
General Counsel, NAIPTA

Kinney Construction Services, LLC

Date: _____

By: _____

Its: _____

**Job Order Contracting Services, Kinney Construction Services, LLC
First Contract Amendment**

IN WITNESS WHEREOF, the Parties have executed this FIRST Amendment effective as of the Effective Date set forth above.

**NAIPTA, a political subdivision of the State of
Arizona**


Date: _____

By: _____

Jamie Whelan

Its: Chair of Mountain Line Board of Directors

Approved as to form:

By: 

Scott Holcomb,
Dickinson Wright PLLC
General Counsel, NAIPTA

Kinney Construction Services, LLC

Date: _____

By: _____

Its: _____

FIRST AMENDMENT TO AGREEMENT

THIS FIRST AMENDMENT TO JOB ORDER MASTER CONTRACT NO. C6000-2019 (“FIRST Amendment”) is made and entered into as of the 1ST day of December 2019 (the “Effective Date”), by and between the Northern Arizona Intergovernmental Public Transportation Authority, a political subdivision of the State of Arizona (“NAIPTA”), and Stormwater Plans, LLC dba SWP Contracting and Paving (the “CONTRACTOR”). NAIPTA and the CONTRACTOR are sometimes referred to in this FIRST Amendment collectively as the “Parties” and each individually as a “Party.”

RECITALS:

A. The Parties entered into a Job Order Master Contract for various contracting services dated April 1, 2019 (the “Original Agreement”). All capitalized terms used without definition in this FIRST Amendment shall have the definitions ascribed to them in the Original Agreement, as modified by this FIRST Amendment.

B. The Parties now desire to amend the Original Agreement upon the terms and conditions contained in this FIRST Amendment.

AGREEMENTS:

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Job Order Contracting Services, Stormwater Plans, LLC dba SWP Contracting and Paving
First Contract Amendment

IN WITNESS WHEREOF, the Parties have executed this FIRST Amendment effective as of the Effective Date set forth above.

NAIPTA, a political subdivision of the State of
Arizona

Date: _____

By: _____

Jamie Whelan

Its: Chair of Mountain Line Board of Directors

Approved as to form:

By _____
Scott Holcomb,
Dickinson Wright PLLC
General Counsel, NAIPTA

**Stormwater Plans, LLC dba SWP Contracting
and Paving**

Date: _____

By: _____

Its: _____

Job Order Contracting Services, Stormwater Plans, LLC dba SWP Contracting and Paving
First Contract Amendment

IN WITNESS WHEREOF, the Parties have executed this FIRST Amendment effective as of the Effective Date set forth above.

NAIPTA, a political subdivision of the State of
Arizona

Date: _____

By: _____

Jamie Whelan

Its: Chair of Mountain Line Board of Directors

Approved as to form:

By: 

Scott Holcomb,
Dickinson Wright PLLC
General Counsel, NAIPTA

**Stormwater Plans, LLC dba SWP Contracting
and Paving**

Date: _____

By: _____

Its: _____



NAIPTA MEMORANDUM

DATE: December 18, 2019

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Transit Planner

SUBJECT: Update on August Service Changes

Mountain Line implemented service changes on August 4, 2019. Below is a list of changes that were made, and outcomes of the changes analyzed for the first three months of implementation.

Route 2:

Action: Removed six of the ten weekday deviations to the Gemini Road (BASIS) stop. The goal of this change was to improve on-time performance.

Outcome to Date: Success. Total ridership at the buddy stops has remained the same, around 2,500 boardings in the first three months. Route 2 on-time performance has increased and during peak morning and afternoon traffic, Route 2 no longer drops below 80% on time performance.

Route 3:

Action: Added a Route 3 stop at East Route 66 and County Club Drive (there was an existing bus pullout at this location for Route 66).

Outcome to Date: Success. 650 boardings at/from this bus stop in the first three months. On-time performance has remained steady at 95%.

Route 5:

Action: Expanded weekday service by one hour to end at 9:46pm.

Outcome to Date: Success. Route 5 ridership has increased by 1,000 boardings in the first three months.

Route 7:

Action: Split Route 7 (Sunnyside and Huntington), and Route 8 (West Rt. 66), allowing Route 7 to increase frequency to every 20 minutes. Route 8 continues to run at 30-minute frequency. Relocated the stop at Barnes and Noble (new Route 8) west to The Standard multi-family development.





Outcome to Date: Mixed Success. Combined ridership on Routes 7 and 8 have increased by 4,000 boardings in the first three months over the same period in 2018 when it was all Route 7. Feedback from Route 7 passengers has been very positive regarding the 20-minute service. On-time performance for Route 7 has improved from 83% in 2018 to 86% over the same three-month period in 2019; however, severity of delays may have increased and there is still room for improvement. Staff have recently made small changes that do not affect riders, such as having Route 7 leave the Downtown Connection Center first and moving the operator's shift change location. Route 8 on-time performance has increased to 93%. The split has negatively affected some passenger's trips by requiring a transfer, but most riders—whether they are on Route 7 or Route 8—now have a more direct and shorter trip to their destination.

Route 14:

Action: Modified runtime to alleviate poor on-time performance and interline with Route 8. No changes to the public except minor timepoint adjustments.

Outcome to Date: Mixed success. On-time performance has remained steady at 85%. The interline of Routes 14 and 8 was a little confusing at first, but riders have become familiar with it. Ridership has increased by 2,000 boardings in the first three months.

Route 66:

Action: Moved timepoints from Ponderosa Parkway and Steves Boulevard to Switzer Canyon and 4th Street. This change enabled buses to wait for their departure time in pullouts rather than in-traffic.

Outcome to Date: Success. Operators report that conditions have improved with the timepoint changes. On-time performance has improved from 92% to 94%.

Mountain Line staff will continue to monitor outcomes from the August 4, 2019 service changes. In our effort to achieve continuous service improvement, we are already drafting a few small changes for August 2020. More details on this will be presented to the Board of Directors early next year.





NAIPTA MEMORANDUM

DATE: December 18, 2019

TO: Honorable Chair and Members of the Board

FROM: Erika Mazza, CEO and General Manager

SUBJECT: Delegations of Authority

In September 2019, the NAIPTA Board adopted two resolutions that granted additional authorities to the CEO and General Manager. Delegation of Authority - Resolution 2020-100, authorizes 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. Procurement Resolution 2020-110 allows for 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. Both resolutions require Progress Reports to the NAIPTA Board following any such actions.

This report is the first since those delegations took place. Staff is looking to update the Board and ensure it meets the expectations of the Board.

Delegation of Authority Resolution 2020-100

Mountain Line entered into an Intergovernmental Agreement with the Southeastern Arizona Governments

Organization (SEAGO) partnering on transit-related trainings to other public transit providers throughout the state. Mountain Line has committed to providing four Passenger Assistance Safety and Sensitivity (PASS) trainings in northern Arizona and will be reimbursed the costs associated for these trainings and we will receive an 18% administrative fee, estimated at a total of \$2,400 per class. Mountain Line's training division is already certified to conduct such trainings and holds them regularly through new hire classes and recertifications for current drivers. SEAGO is the recipient of the ADOT 5310 funds to coordinate such trainings on behalf of the state. SEAGO will reimburse Mountain Line from this funding source.

Procurement Resolution 2020-110

None at this time.



Getting you where you want to go



January: TAC Meeting - Thurs, 1/2 Cancelled Board Meeting is Wed, 1/15

ITEMS:	WHO & WHAT:
Safety Minute	
Procurement Thresholds	Heather ? - D/A
Fare Strategies Implementation Plan	Heather D - D/A
Mountain Line Advertising Program	Jacki - D/A
Mountain Line How - To Videos	Jacki - PR
Annual Cybersecurity Report	Jon - PR
SBS McConnell and Campus Entry Updates	Anne - PR
AECOM Update	Kate - PR
Procurement/Signature Delegation Authority Update: Winslow IGA and Kaspar Intersection Contract Award	Erika - PR
Current Events	Erika - PR
Possible Executive Session for DCC Discussion	Erika/Jamie
February/March Agenda Calendar	

February: TAC Meeting is Thurs, 2/6 Board Meeting is Wed, 2/19

ITEMS:	WHO & WHAT:
Safety Minute	
Revision of the Rules of Procedure and Code of Conduct	Rhonda/Heather D - D/A
Quarterly Performance Report	Heather D - PR
Review Performance Measures	Heather D - PR
Procurement/Signature Delegation Authority Update	Erika - PR
Current Events	Erika - PR
Possible Executive Session for DCC Discussion	Erika/Jamie
March/April Agenda Calendar	