



## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### NOTICE AND AGENDA OF PUBLIC MEETING AND POSSIBLE EXECUTIVE SESSION OF THE BOARD OF DIRECTORS (BOD) OF THE NORTHERN ARIZONA INTERGOVERNMENTAL PUBLIC TRANSPORTATION AUTHORITY

Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the Board of Directors (BOD) of the Northern Arizona Intergovernmental Public Transportation Authority (“NAIPTA”) and to the general public that the Board will hold a meeting on:

Wednesday, August 19, 2020  
10:00am  
Mountain Line Training Room  
3825 N. Kaspar Dr.  
Flagstaff, AZ 86004

Due to the current public health emergency related to the Coronavirus, this meeting held in the Training Room will not be open to the public. This is a WEB BASED meeting. Members of the Board of Directors may attend by telephone or internet conferencing. Members of the public may submit comments related to agenda items before 9am on the day of the meeting to [transportation@naipta.az.gov](mailto:transportation@naipta.az.gov) and observe the meeting by following the instructions at <https://mountainline.az.gov/about-us/board-of-directors/>.

**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 1-5

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

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

4. APPROVAL OF MEETING MINUTES:
  - a. Regular Meeting 6/17/2020 -pages 6-15
  - b. Emergency Meeting 6/29/2020 -pages 16-19

### CONSENT ITEMS:

All matters under Consent Agenda are considered by the Board of Directors to be routine and will be enacted by a single motion APPROVING THE CONSENT AGENDA. If discussion is desired on any particular consent item, that item will be removed from the consent agenda and will be considered separately. All items on the Consent Agenda with financial impact have been budgeted.

5. CONSIDER SECTION 5307/5339 APPROVAL OF APPLICATION AND EXECUTION OF CONTRACT -pages 20-22  
-Estella Hollander, Mobility Planner  
Staff recommends the Board of Directors: 1) Authorize staff to submit application to the Arizona Department of Transportation (ADOT); and 2) Execute the contract awards for Section 5307/5339 funds from the Federal Transit Administration (FTA) through ADOT for capital purchases.
6. CONSIDER TRANSIT 4 ALL MOBILITY ON-DEMAND (MOD) APPROVAL OF APPLICATION AND EXECUTION OF CONTRACT -pages 23-25  
-Estella Hollander, Mobility Planner  
Staff recommends the Board of Directors: 1) Authorize staff to submit application to The Community Transportation Association of America (CTAA); and 2) Execute the contract awards for CTAA's Transit 4 All Mobility On-Demand (MOD) Grant funding through CTAA, U.S. Administration for Community Living (ACL), and Federal Transit Administration (FTA) for planning and implementing a MOD pilot.

### DISCUSSION / ACTION ITEMS:

7. CONSIDER AECOM CHANGE ORDER FOR THE DOWNTOWN CONNECTION CENTER (DCC) -pages 26-28  
-Kate Morley, Deputy General Manager  
Staff recommends the Board of Directors approve a change order to the DCC Task Order with AECOM Technical Services, Inc. contract in the amount of \$799,931.





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

8. CONSIDER THE DISADVANTAGED BUSINESS ENTERPRISE (DBE) GOAL FOR FEDERAL FISCAL YEAR (FFY)2021-FFY2023 -pages 29-41  
-Heather Higgins, Purchasing and Contracts Officer/DBE Liaison Officer  
Staff recommends the Board of Directors adopt the FFY2021-FFY2023 DBE Goal Setting Methodology and approve the updated DBE goal of 3%. The documentation and process is based on Federal Transit Administration (FTA) guidance for DBE programs and the goal setting process.
  
9. CONSIDER FY2021 LIABILITY INSURANCE OPTIONS -pages 42-53  
-Heather Dalmolin, CEO and General Manager  
Staff recommends that the Board of Directors 1) authorize the CEO and General Manager to engage Mountain Line's partners to revise the Master IGA regarding section 16 Insurance as a result of the changing liability insurance market and to reflect Mountain Line loss history and 2) delegate authority to the CEO and General Manager and Mountain Line legal counsel to finalize the language for executing signatures.
  
10. CONSIDER THE CENTRAL YAVAPAI METROPOLITAN PLANNING ORGANIZATION (CYMPO) REQUEST FOR SERVICE -pages 54-58  
-Kate Morley, Deputy General Manager  
Staff has no recommendation at this time and item is for discussion only. Staff anticipate a related item for action at a future board meeting.

### **PROGRESS REPORTS:**

11. 2020 STRATEGIC PLAN UPDATE -pages 59-62  
-Heather Dalmolin, CEO and General Manager
  
12. FY2021 OCTOBER ADVANCE -page 63  
-Heather Dalmolin, CEO and General Manager
  
13. FY2020 ANNUAL CYBERSECURITY REPORT -pages 64-71  
-Jon Matthies, IT Manager
  
14. ANNUAL SAFETY REPORT -pages 72-73  
-Samuel Short, Safety Manager
  
15. PUBLIC TRANSPORTATION AGENCY SAFETY PLAN (PTASP) UPDATE  
-Samuel Short, Safety Manager -page 74
  
16. EMERGENCY MANAGEMENT UPDATE -page 75  
-Samuel Short, Safety Manager

*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

17. COVID-19 REOPENING PLAN -pages 76-77  
-Kate Morley, Deputy General Manager
18. FY2020 ANNUAL FLEET MAINTENANCE REPORT -pages 78-79  
-James Wagner, Operations Director
19. DELEGATIONS OF AUTHORITY -pages 80-81  
-Heather Dalmolin, CEO and General Manager
20. SUMMARY OF CURRENT EVENTS  
-Heather Dalmolin, CEO and General Manager

### **EXECUTIVE SESSION**

Executive sessions are closed to the public.

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

1. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding a potential claim by a terminated employee. ARS § 38-431.03(A)(3) and (4).
2. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding the Papanastasopoulos v. NAIPTA litigations. ARS § 38-431.03(A)(3) and (4).
3. Discussion and consultation with Mountain Line's attorney for legal advice and with Mountain Line's attorney and designated representatives, regarding the Mountain Line CEO and General Manager contract. A.R.S. § 38-431.03(A)(1), (3) and (4).

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

### **DISCUSSION / ACTION ITEMS:**

20. CONSIDER THE CEO AND GENERAL MANAGER CONTRACT  
The Board of Directors may consider taking action on the CEO and General Manager Contract.

*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### **ITEMS FROM COMMITTEE AND STAFF:**

#### SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

September/October Working Agenda

-page 82

The next Board meeting will be September 16, 2020 and will be a WebEx meeting based in Flagstaff in the NAIPTA Training Room, 3825 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. September agenda items will include but not be limited to the Rules of Procedure and Code of Conduct Training, Financial Management Plan, Human Trafficking Campaign, Central Yavapai Metropolitan Planning Organization (CYMPO) Request for Service and IGA, AECOM Update, and Delegation Authority Update. The September agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

#### **21. ADJOURNMENT**

*Getting you where you want to go*





## Board of Directors Minutes for Wednesday, June 17, 2020

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

The Board of Directors met in Regular Session on Wednesday, June 17, 2020 at 10am in the Mountain Line Training Room, 3825 N. Kaspar Dr., Flagstaff, AZ 86004.

This was a WEB BASED meeting. Members of the Board attended by telephone or internet conferencing only. The public was invited to observe by electronic means only, due to the current public health emergency related to the Coronavirus.

***BOARD MEMBERS PRESENT:***

Jamie Whelan, (Chair) City Councilor, City of Flagstaff, (WebEx);  
Steve Peru, (Vice Chair) Chief Development and Government Relations Officer, CCC, designee, (WebEx);  
Art Babbott, Board of Supervisors, Coconino County, (WebEx), joined at approximately 10:03am;  
Jim McCarthy, City Councilor, City of Flagstaff, (WebEx);  
Dan Okoli, Vice President of Capital Planning and Campus Operations, NAU, designee, (WebEx)

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

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

***BOARD MEMBERS EXCUSED:***

None.

***MOUNTAIN LINE STAFF IN ATTENDANCE:***

Heather Dalmolin, CEO and General Manager;  
Kate Morley, Deputy General Manager;  
Jim Wagner, Operations Director (WebEx);  
Wade Forrest, Facilities Manager;  
Sam Short, Safety Manager, left at approximately 10:07am;  
Jon Matthies, IT Manager;  
Anne Dunno, Capital Planning Manager, arrived at approximately 11am;  
Bizzy Collins, Transit Planner, arrived at approximately 10:06am;  
Danelle Knight, Employee Relations Generalist, (WebEx);  
Rhonda Cashman, Executive Assistant and Clerk of the Board;  
Scott Holcomb, Mountain Line Attorney, (WebEx)





# Northern Arizona Intergovernmental Public Transportation Authority

3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • www.mountainline.az.gov

### GUESTS PRESENT:

Josh Maher, Associate Vice President for Community Relations, NAU, alternate, (WebEx);  
Rick Tadder, Management Services Director, City of Flagstaff, (WebEx), joined at approximately 10:09am and left at approximately 11:01am;  
Kylie McCord, CTE, (WebEx), left meeting at approximately 11:35am;  
Stephen Clermont, CTE, (WebEx), left meeting at approximately 11:35am;  
Taylor Baldwin, CTE, (WebEx), left meeting at approximately 11:35am;  
Matt Boothe, CTE, (WebEx), left meeting at approximately 11:35am

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

Mr. Short delivered the safety message regarding employee wellness and the Employee Assistance Program (EAP). He noted this is an unprecedented time as the COVID-19 pandemic continues, and now the country is dealing with the tragedy in Minnesota. For many this means dealing with increased anxiety and fear. There have been new stresses at home and at work. Mountain Line wants to remind everyone employee wellness is paramount to our mission; they are not alone and there are resources to assist them and their families. Employees are encouraged to get the help they need. The number of authorized EAP visits have been doubled through the end of the year for Mountain Line employees.

4. APPROVAL OF THE BOARD AND TAC JOINT MEETING MINUTES 5/20/2020

Director McCarthy moved to approve the May 20, 2020 Board and TAC joint meeting minutes. Director Babbott seconded. There was no discussion. All approved, none opposed. Motion carried.

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

### DISCUSSION / ACTION ITEMS:

5. CONSIDER AND APPROVE THE FY2021 BUDGET  
-Heather Dalmolin, CEO and General Manager



*Getting you where you want to go*





## Northern Arizona Intergovernmental Public Transportation Authority

3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • www.mountainline.az.gov

Staff requests the Board of Directors approve the FY2021 Proposed Budget for a total expense budget of \$48,351,176, operating of \$9,508,223 and capital of \$38,842,954.

Ms. Dalmolin reviewed a PowerPoint presentation with the Board. She discussed the sustainability of the Financial Plan for a minimum of 5 years; which supports the current service levels, asset management and preventative maintenance; provide local match for grants and capital replacement of vehicles and assets; and includes a minimum of 20% operations fund balance. A recession projection for the City and County local sales tax was shared. In the Transit Tax slide, the orange line will be used, which has been reduced per the City sales tax revenue projections. COVID-19 will impact fares, but the one-time CARES Act funding will cover the shortfall of tax and fares. Director Babbott commented that the recession impact shared is only one snapshot for one sector and there are going to be other impacts to consider. A pre-COVID-19 graph of the Fund Balance noting a 10 percent requirement was shown, as well as an updated Fund Balance graph with a dotted 20 percent fund balance line. The Compensation Plan slide reviewed some of the key factors of why the Pay Plan is important: 50 percent of employees are operators; 4.5 percent below market when considering the cost of living in Flagstaff; 2 percent increase in FY2020 as compared to a greater increase in the minimum wage; wage compression come January when the minimum wage increases again; overtime is costly and can lead to staff burnout and increased risk; turnover cost is estimated to be \$22,000 per employee; and staff absenteeism is at about 20 percent due to COVID-19, which could make it difficult to return to full service. The Compensation Plan was adopted, and the Pay Plan would have a total cost of \$197,000 in FY2021. The Proposed Budget has the Pay Plan for all non-exempt staff in place with the balance in contingency for exempt staff if revenue triggers are met on a quarterly basis. The Board would have to approve these potential increases for exempt staff each quarter. She reviewed the broader FY2021 Proposed Budget: Revenue, Expenses and Capital from local and federal sources, depending on grants and partner match; Cost by Program; synopsis of Capital Projects; and Budget Alternatives. Ms. Dalmolin stated there would be updated performance measures and a recession plan brought to the Board in August. There was a lengthy discussion. Director Babbott expressed his reasons why he could not support the Pay Plan and thus, could not support the recommended budget. The other Directors all weighed in and offered their support, though they wish to remain cautious and monitor the status of the budget on an on-going basis. All Directors were appreciative of the work done by staff. Director McCarthy moved to approve the FY2021 budget as presented and discussed. Vice Chair Peru seconded. Vice Chair Peru confirmed with staff that any Pay Plan change requests would come back to the Board when triggers were met. Four approved, one opposed. Motion carried.



*Getting you where you want to go*





# Northern Arizona Intergovernmental Public Transportation Authority

3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • www.mountainline.az.gov

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

## 6. CONSIDER ADOPTION OF THE TRANSIT ASSET MANAGEMENT PLAN

-Wade Forrest, Facilities Manager

Staff recommends the Board of Directors adopt the Transit Asset Management Plan.

Mr. Forrest shared a PowerPoint presentation with the Board. He defined a transit asset management system per the Federal Transit Administration (FTA) rule. The asset inventory, as well as performance targets and measures were reviewed. TAM goals and objectives were shared. The TAM Plan aligns with and is supported by the management approach in multiple areas. Vice Chair Peru moved to approve this item as presented. Director McCarthy seconded. There was no discussion. All approved, none opposed. Motion carried.

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

## 7. CONTINUATION OF TERM IN FY2021 FOR THE CHAIR AND VICE CHAIR OF THE BOARD OF DIRECTORS

-Rhonda Cashman, Executive Assistant and Clerk of the Board

Staff recommends the Board of Directors affirm the continuation of the current Chair and Vice Chair for FY2021, effective July 1, 2020 and ending June 30, 2021.

Ms. Cashman reported Directors Whelan and Peru are willing to continue in their respective positions under the new Rules of Procedure Section 5.3, Election and Re-election of Officers, (e) Continuity Extension, for FY2021 if it is the pleasure of the Board. Otherwise, nominations can be taken. Director McCarthy moved to approve as recommended and stated his support for the officers to continue. Director Okoli seconded. There was no discussion. All approved, none opposed. Motion carried.

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



Getting you where you want to go





8. CONSIDER THE ZERO EMISSIONS BUS (ZEB) TRANSITION PLAN

-Bizzy Collins, Transit Planner

Staff recommends the Board of Directors provide staff with direction on the policy tradeoffs between emissions savings and cost for the fleet technologies available.

Ms. Collins provided an overview on the ZEB Transition Plan. She noted up front staff are looking for direction to assist in planning over the next 12 years. The fleet replacement schedule was shared in her PowerPoint presentation, starting in 2022-2023 with a little gap, then will resume in 2026-2032. It will coincide with the construction of the Downtown Connection Center (DCC) in 2022-2024. Other capital plans will also align. She asked, "What role does Mountain Line play in meeting community goals?" and "Should Mountain Line invest in reduced emission vehicles and infrastructure at a higher cost?" She shared slides with a Green House Gas (GHG) emissions comparison by type of bus and stated Mountain Line may be able to meet the City's GHG goal of 80 percent reduction in GHG emissions by 2050 with Battery-Electric buses. There was a question from Chair Whelan about the sustainability of the batteries and where the batteries go after their useful life. Ms. Collins replied that battery replacement is anticipated about every 7 years with the additional warranty purchase. Ms. Morley noted that batteries can be contained, and a solution will come for disposal of the batteries, whereas emissions cannot be contained. Ms. Collins shared a chart showing the estimated full fleet transition cost in 2032 as a comparison by type of bus. There is an opportunity now to plan for a phased approach to implementation of the Battery-Electric option. Funding would be sought through grants and local match. Arizona Public Service (APS) would become a partner in providing the electricity. She reiterated the need for policy direction – "Should Mountain Line transition to a greener fleet in light of community goals and the 2008 vote, despite the higher costs?" There was a question from Director McCarthy about the increased cost for bus replacement with Battery-Electric technology. Ms. Collins replied that there are grants available for low and no emission vehicles through FTA at an 80/20 split. Kate added that the capital (blue) and infrastructure (purple) on the chart would be eligible for grants. Partnering with our utility company for the electricity (fuel-red) and through other partnerships, hopefully the total cost to Mountain Line could be reduced. Chair Whelan commented on this consideration being very exciting. Director Babbott complimented staff on their excellent job sharing the big picture, long term. "Many times, there are short term hurdles to get where you want." He stated he was comfortable with the recommendation to pursue Battery-Electric technology. He asked if there were any technology vulnerabilities between the options. Kate responded that there are some slightly different vulnerabilities, but generally the technology is there. Mountain Line can build in a structure that is resilient for Battery-Electric components. Chair Whelan noted if Battery-Electric technology is pursued, then the DCC would be built to accommodate. Ms. Dalmolin stated there would be additional financial investment required for Battery-Electric buses as the Financial Plan is based on bus replacement at identical cost. The Board was supportive of planning for future transition to Battery-Electric technology in a fiscally responsible way to reduce emissions.





9. CONSIDER AND ADOPT FACE COVERING REQUIREMENT FOR TRANSIT PASSENGERS

-Heather Dalmolin, CEO and General Manager

Staff requests the Board of Directors approve requirement for all transit passengers to wear a face covering while riding in transit vehicles, waiting at bus stops, and while at the connection centers.

Ms. Dalmolin stated this item was not taken to the TAC and staff did not want to wait until August. The request was triggered by the City of Phoenix requiring face covering on public transit, Valley Metro. The Arizona Transit Association (AzTA) is working on a statewide initiative. This request is in line with Center for Disease Control (CDC) guidance. We now have roughly 14,000 masks to offer to those who do not have one. This practice will be key to keeping operators and passengers safe. Director McCarthy stated that Amtrak requires staff and passengers to have a face covering and it makes sense. Some people will not like it, but he would support this requirement. It may even increase ridership if passengers feel safer. Director Maher asked what percentage of riders are voluntarily wearing a face covering absent any marketing efforts. Ms. Dalmolin reported that less than 50 percent of passengers are currently wearing a face covering voluntarily. Staff were trying to decide to implement a marketing campaign recommending or requiring a face covering on transit; staff will proceed based on the Board decision. Overall, the Board was very supportive and understood the need for this request. Vice Chair Peru asked about the status of barriers for operators. Ms. Dalmolin stated they are not installed yet. Some problems were created with glare that need to be resolved or staff will find another solution on the market. Vice Chair Peru recommended incorporating the masks into the overall marketing strategy. Mr. Holcomb stated he attended a roundtable discussion in which a panel of doctors said face coverings were the only way to control the spread of the virus. That organization voted unanimously to require masks. Dr. Okoli reported Northern Arizona University (NAU) would be requiring masks in the fall when students return. He asked how this would be controlled on the buses. Ms. Dalmolin stated a face covering will be offered to those who do not have one. If they refuse to wear it, service can be refused. The campaign will be strategically implemented. Director McCarthy moved to approve the face covering requirement policy as recommended for staff and passengers, with the provision that one would be provided if someone did not have a face covering of their own, and included this practice would be in force until the Board reverses it. Director Babbott seconded. There was no further discussion. All approved, none opposed. Motion carried.

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





Chair Whelan requested this policy be included in all marketing. Ms. Dalmolin offered the assurance that it would be incorporated into the total message.

**CONSENT ITEMS:**

All matters under Consent Agenda are considered by the Board of Directors to be routine and will be enacted by a single motion APPROVING THE CONSENT AGENDA. If discussion is desired on any particular consent item, that item will be removed from the consent agenda and will be considered separately. All items on the Consent Agenda with financial impact have been budgeted.

10. CONSIDER THE DISADVANTAGED BUSINESS ENTERPRISE (DBE) GOAL FFY2021-FFY2023  
-Heather Higgins, Purchasing Specialist  
Staff recommends the Board of Directors approve the updated DBE goal for FFY2021-FFY2023 of 3%, based on Federal Transit Administration (FTA) guidance for goal setting and as adjusted per Arizona Department of Transportation (ADOT) Disparity Study 2020.
11. CONSIDER THE FY2021 COLLECTIVE GRANT RESOLUTION, 2021-100, AND THE FY2021-FY2025 TRANSIT PROGRAM FROM THE TRANSPORTATION IMPROVEMENT PROGRAM  
-Heather Dalmolin, CEO and General Manager  
Staff recommends the Board of Directors: 1) Approve the FY2021 Collective Grant Resolution, Resolution 2021-100, for federal and state transit grant applications and subsequent executions as necessary to support transit programs within the 10-year financial plan; and 2) Approve the Transit Program from the FY2021-FY2025 regional Transportation Improvement Program.
12. CONSIDER THE PROCUREMENT RESOLUTION 2021-110  
-Heather Dalmolin, CEO and General Manager  
Staff recommends the Board of Directors approve Procurement Resolution 2021-110 authorizing the CEO and General Manager to 1) authorize and award procurements and 2) execute contracts that support projects that are within the approved fiscal year budget, the 10-year financial plan, and which may be related to the approved annual Grant Resolution.
13. CONSIDER AN INTERGOVERNMENTAL AGREEMENT (IGA) WITH NORTHERN ARIZONA UNIVERSITY (NAU) FOR THE DEVELOPMENT OF THE CAMPUS BUS STORAGE FACILITY  
-Kate Morley, Deputy General Manager  
Staff recommends the Board of Directors authorize the CEO and General Manager to execute an Intergovernmental Agreement (IGA) with Northern Arizona University (NAU) for the development of the Campus Bus Storage Facility.





# Northern Arizona Intergovernmental Public Transportation Authority

3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • www.mountainline.az.gov

- 14. CONSIDER APPROVAL OF SECTION 5310 SUPPLEMENTAL FUNDS APPLICATION FOR \$600,000 AND EXECUTION OF CONTRACT  
-Estella Hollander, Mobility Planner  
Staff recommends the Board of Directors: 1) Authorize staff to submit application to the Arizona Department of Transportation (ADOT) for Section 5310 Supplemental Funds in the amount of \$600,000; and 2) Execute the contract of award.
- 15. CONSIDER VALUATION FOR FY2021 ANNUAL JOB ORDER CONTRACTING (JOC) FOR HORIZONTAL TRANSIT FACILITIES ASSOCIATED WITH BUS STOPS  
-Anne Dunno, Capital Project Manager  
Staff recommends the Board of Directors authorize Mountain Line CEO and General Manager to execute Job Orders under RFP 2019-106 in an amount not to exceed \$185,000.
- 16. CONSIDER FY2021 TASK ORDERS TO AECOM TECHNICAL SERVICES, INC.  
-Kate Morley, Deputy General Manager  
Staff recommends the Board of Directors authorize the CEO and General Manager to redistribute prior approved Task Order valuations as FY2021 carry forward in value of \$1,954,526 for AECOM Technical Services, Inc contract.
- 17. CONSIDER RENEWAL OF LINE OF CREDIT FROM WELLS FARGO FOR \$500,000  
-Heather Dalmolin, CEO and General Manager  
Staff recommends the Board of Directors authorize Mountain Line CEO and General Manager to renew and activate the Wells Fargo credit line in an amount of up to \$500,000 to provide cash flow assistance if necessary, to meet cash flow commitments during fiscal year 2020-2021.
- 18. CONSIDER AN UPDATED PERSONNEL POLICY MANUAL  
-Danelle Knight, Employee Relations Generalist  
Staff recommends the Board of Directors adopt various updates to Mountain Line policies to incorporate changes that reflect both regulatory requirements and Mountain Line's actual practices.

The Board considered the consent agenda in one motion. Vice Chair Peru move to approve the consent agenda, items 10-18. Director McCarthy seconded. There was no discussion. All approved, none opposed. Motion carried.

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



*Getting you where you want to go*





# Northern Arizona Intergovernmental Public Transportation Authority

3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • www.mountainline.az.gov

## PROGRESS REPORTS:

- 19. NOTICE OF COMPLETION: MILTION CAMPUS ENTRY STUDY  
-Anne Dunno, Capital Project Manager
- 20. SUMMARY OF CURRENT EVENTS  
-Heather Dalmolin, CEO and General Manager

There were no questions regarding the progress reports.

Directors Babbott and Okoli noted they needed to leave the meeting at 11:50am and 12:00pm respectively.

Director McCarthy made a motion to move into executive session at approximately 11:46am. 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	
Art Babbott	X	
Jim McCarthy	X	
Dan Okoli	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) for the following purpose:

- 1. Discussion and consultation with Mountain Line’s attorney for legal advice and with Mountain Line’s attorney and designated representatives, including the Mountain Line Interim CEO and General Manager, regarding the CEO and General Manager position and the Deputy General Manager position. A.R.S. § 38-431.03(A)(1), (3) and (4).

Following the conclusion of the Executive Session, the Board reconvened the public Meeting at approximately 12:08pm.

## DISCUSSION / ACTION ITEMS:

- 21. CONSIDER THE CEO AND GENERAL MANAGER CONTRACT  
The Board of Directors may consider taking action on the CEO and General Manager Contract.



*Getting you where you want to go*





# Northern Arizona Intergovernmental Public Transportation Authority

3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • www.mountainline.az.gov

Chair Whelan explained to Ms. Dalmolin that the Board is prepared to offer her the permanent CEO and General Manager position, subject to contract negotiations and then she may name her Deputy General Manager. Director McCarthy so moved. Director Maher seconded. Director McCarthy commented that it is up to her, but he and the Board have been pleased with the working relationship between Ms. Dalmolin and Ms. Morley. All approved, none opposed. Motion carried.

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

Chair Whelan informed Ms. Dalmolin she and Vice Chair Peru will begin working on the contract terms. Chair Whelan said she would be in touch with her for negotiations. Contract approval by the Board should be expected in August.

## ITEMS FROM COMMITTEE AND STAFF:

### SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

August/September Working Agenda

The next Board meeting will be August 19, 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. August agenda items will include but not be limited to the Active Transportation Master Plan, Disadvantaged Business Enterprise (DBE) Goal, Annual Cybersecurity Report, Human Trafficking Campaign, Central Yavapai Metropolitan Planning Organization (CYMPO) Request for Service and IGA, Strategic Plan Updates, Annual Safety Report, Emergency Operations Center (EOC) Update, Pandemic Updates by Department, Maintenance Updates, and Delegation Authority Update: Agreements, Grants, and Procurements. The August agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

**22. ADJOURNMENT** -Chair Whelan adjourned the meeting at approximately 12:13pm.

\_\_\_\_\_  
Jamie Whelan, Chair of the Mountain Line Board of Directors

ATTEST:

\_\_\_\_\_  
Rhonda Cashman, Executive Assistant and Clerk of the Board



*Getting you where you want to go*





## Board of Directors Minutes for Monday, June 29, 2020

**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 an Emergency Session on Monday, June 29, 2020 at 1pm in the Mountain Line Training Room, 3825 N. Kaspar Dr., Flagstaff, AZ 86004.

This was a WEB BASED meeting. Members of the Board attended by telephone or internet conferencing only. The public was invited to observe by electronic means only, due to the current public health emergency related to the Coronavirus.

***BOARD MEMBERS PRESENT:***

Jamie Whelan, (Chair) City Councilor, City of Flagstaff, (WebEx);  
Steve Peru, (Vice Chair) Chief Development and Government Relations Officer, CCC, designee, (WebEx), joined at approximately 1:24pm;  
Jim McCarthy, City Councilor, City of Flagstaff, (WebEx);  
Dan Okoli, Vice President of Capital Planning and Campus Operations, NAU, designee, (WebEx)

*\*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;  
Matt Ryan, Board of Supervisors, Coconino County, alternate

***MOUNTAIN LINE STAFF IN ATTENDANCE:***

Heather Dalmolin, CEO and General Manager;  
Jon Matthies, IT Manager;  
Rhonda Cashman, Executive Assistant and Clerk of the Board;  
Scott Holcomb, Mountain Line Attorney, (WebEx)

***GUESTS PRESENT:***

None.

1. CALL TO ORDER -Chair Whelan called the meeting to order at approximately 1:08pm.
2. ROLL CALL





**DISCUSSION / ACTION ITEMS:**

**3. CONSIDER FY2021 LIABILITY INSURANCE OPTIONS**

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors provide direction to the CEO and General Manager regarding FY2021 liability insurance coverage, including adoption of Resolution 2021-120 to join Transit Reinsurance Ltd, an industrial insured captive insurance corporation, and appointment of the CEO & General Manager to their Board of Directors. This action will direct staff to bind necessary insurance to meet the requirements of the Master IGA for FY2021.

Ms. Dalmolin reviewed a PowerPoint presentation with the Board. She pointed out that for purposes of this discussion, Worker's Compensation Insurance is not included, though it will be renewed. She showed slides of the current year actual coverage and cost and another slide with proposed FY2021 coverage and cost, with a quote for the \$10M excess layer of coverage still pending. The cost for this additional layer is anticipated to cost between \$80-\$300K. Ms. Dalmolin stated her insurance discussions began in February with the Albuquerque office we have been working with for years. In a restructure AON closed the Albuquerque office and our account was transferred to the Phoenix office. There were multiple delays as the Phoenix office scrambled to get our program to market. Our Master Intergovernmental Agreement (IGA) requires Mountain Line to carry \$30M in liability coverage. If, as part of future discussions, the Board determines that the 30M in liability coverage is cost prohibitive and/or is not necessary, the Master IGA would need to be amended. She was able to confirm that the insurance market has changed drastically, with significant capacity decreases during the month of June. One of our previous insurance providers pulled out of the transit insurance market completely. TransitRe, a pool of liability coverage like Northern Arizona Public Employee Benefit Trust (NAPEBT) for health insurance, provides policies for 55 transit agencies in Michigan and Ohio. They require the transit agency to be a public entity that employs their own operators and that does not offer rail service. There was a question about the coverage providers and limits. Ms. Dalmolin responded: \$5M of umbrella coverage from Travelers, \$5M of umbrella coverage from TransitRe, and an additional \$10M layer of excess coverage from Great American for a total of \$20M in coverage, at this point. We still need \$10M in excess coverage per the Master IGA. The proposed cost for this identified \$20M in coverage is \$383,682.00, approximately eight percent over budget. The additional layer of \$10M in excess coverage could cost an additional \$80K-\$300K in premiums. Vice Chair Peru joined the meeting and Ms. Dalmolin provided a brief overview of the discussion thus far.





# Northern Arizona Intergovernmental Public Transportation Authority

3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • www.mountainline.az.gov

There was further discussion regarding the required \$30M liability insurance amount in total. Ms. Dalmolin shared that when the Board requested a review of premiums and coverage amounts in 2016, insurance was inexpensive and the small reduction in premium cost did not justify the substantial reduction in the amount of coverage. It was decided at that time to leave the coverage limits as it was stipulated. Things have changed. In order to change the insurance limits in the Master IGA, an amendment would need to be approved by the Flagstaff City Council and the Coconino County Board of Supervisors. Mr. Holcomb concurred. There was further discussion about what the limit should be and concern about reducing our coverage in light of our business and exposure. Ms. Dalmolin shared that TransitRe participants only carry \$10M and stated she was not certain if that is a standard or because Michigan and Ohio have state laws on liability limits at a maximum of \$10M. She also confirmed that Arizona does not have such limits. There was a recommendation for staff to research if there is a need for \$30M in coverage. Ms. Dalmolin stated the closure of the \$5M gap and identifying an additional layer of \$10M is required. After meeting requirements, if possible, she can talk to representatives at the City and County to see if they would support a reduction in coverage and an amendment to the Master IGA. If we purchase the additional \$10M in excess coverage and within the year we proceed with passage of an IGA amendment to reduce liability insurance requirements, the coverage could be cancelled and the remainder of the prorated premium would be refunded. Vice Chair Peru moved to approve as recommended. Director McCarthy seconded. There was no further discussion. All approved, none opposed. Motion carried.

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

Chair Whelan, on behalf of the Board, directed staff to see if the \$30M in liability coverage is really needed. If not, then bring this item back to the Board for the potential Master IGA amendment.

## ITEMS FROM COMMITTEE AND STAFF:

### SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

August/September Working Agenda

The next Board meeting will be August 19, 2020 and will be a WebEx meeting based in Flagstaff in the NAIPTA Training Room, 3825 N. Kaspar Dr., Flagstaff, AZ 86004 at 10:00 AM.



*Getting you where you want to go*





## Northern Arizona Intergovernmental Public Transportation Authority

3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • www.mountainline.az.gov

Parking will be available at 3773 N. Kaspar Dr. The public is invited to attend. August agenda items will include but not be limited to the Active Transportation Master Plan, Disadvantaged Business Enterprise (DBE) Goal, Annual Cybersecurity Report, Human Trafficking Campaign, Central Yavapai Metropolitan Planning Organization (CYMPO) Request for Service and IGA, Strategic Plan Updates, Annual Safety Report, Emergency Operations Center (EOC) Update, Pandemic Updates by Department, Maintenance Updates, and Delegation Authority Update: Agreements, Grants, and Procurements. The August agenda will be available for review on NAIPTA's website and at NAIPTA's public posting places (listed on the NAIPTA website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

**22. ADJOURNMENT** -Chair Whelan adjourned the meeting at approximately 1:42pm.

---

Jamie Whelan, Chair of the Mountain Line Board of Directors

ATTEST:

---

Rhonda Cashman, Executive Assistant and Clerk of the Board



*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

**DATE PREPARED:** August 7, 2020

**MEETING DATE:** August 19, 2020

**TO:** Honorable Chair and Members of the Board

**FROM:** Estella Hollander, Mobility Planner

**SUBJECT:** Consider Section 5307/5339 Approval of Application and Execution of Contract

### **RECOMMENDATION:**

Staff recommends the Board of Directors: 1) Authorize staff to submit application to the Arizona Department of Transportation (ADOT); and 2) Execute the contract awards for Section 5307/5339 funds from the Federal Transit Administration (FTA) through ADOT for capital purchases.

### **RELATED STRATEGIC WORKPLAN OBJECTIVE**

Goal:

❖ Service Excellence

Objectives:

❖ Invest in capital to improve efficiencies and infrastructure to enhance customer-first service delivery.

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

### **BACKGROUND:**

ADOT issues competitive capital applications under their 5307/5339 grant program and released a Notice of Funding Availability on July 16, 2020. These funds are accumulated from: 1) reapportioned Section 5307 transit funds from communities that do not have eligible public transit programs; and 2) the state's annual allocation of Section 5339 - Bus and Bus Facilities capital funds. ADOT has authority and responsibility to appropriate \$15,729,656 in this funding round. Transit agencies that fall into the small urban category can make application for up to three projects. Applications are due August 28, 2020.

Based on capital planning needs, previous applications, and available budget the following projects are prozed and listed in order of priority.

1) Bus Storage Facility on NAU Campus: \$19,216,344 (\$15,373,075 federal, \$3,843,269 local match) Funding will support the construction of a bus storage facility on NAU's campus, to be used by both Mountain Line and NAU Campus Shuttle. Last year, Mountain Line was awarded \$1.1 million in Section 5307/5339 federal funds for design of this facility but was not awarded the construction money at that time. This application reapplies for the project as requested last year. The new facility will be fully secured and





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

have indoor bus storage, office space, maintenance bays, and a Commercial Driver's License (CDL) test course.

2) Mountain Line Technology Upgrades: \$445,726 (\$356,581 federal, \$89,145 local match)  
Funding will support Wi-Fi hardware for fare consoles to increase reliability, Transit Asset Management software upgrade, Transit Signal Priority (TSP) hardware for the buses, and mobile ticketing. These technology upgrades will be necessary for Mountain Line to streamline processes and improve service efficiency and reliability for our customers.

For the application, Mountain Line is seeking letters of support from partner agencies as well as our Congressional Delegation. ADOT typically takes two to four months to announce grant awards. Staff will update the Board as information becomes available.

### **TAC DISCUSSION:**

This item was not pulled from the consent agenda for TAC discussion.

### **ALTERNATIVES:**

- 1) Authorize the 5307/5339 application to ADOT and execution of Contract of Award (**recommended**):  
The application is consistent with Mountain Line's planning processes, projects lined out in MetroPlan's TIP table, and overall support transit operations and community partnerships. The funds would support the maintenance and growth of our Mountain Line system by leveraging federal dollars with local funds from a member agency.
  
- 2) Do not approve the 5307/5339 application or authorize submission to ADOT or execution of Contract of Award (**not recommended**): This alternative is not recommended as the funds provide an opportunity to reduce local funds to support transit programs and construct capital improvements that will enhance Mountain Line's system and partnership with NAU.

### **FISCAL IMPACT:**

Mountain Line is partnering with NAU on the Bus Storage Facility on the NAU Campus. NAU has committed to pay 100% of the required local match of \$3,843,269. This project is identified in the FY2021 budget and is identified in the Transportation Improvement Program (TIP). Award of the Technology Upgrades project will reduce local funding for the capital costs associated with planned improvements and results in a net savings to the transit tax. All expenses for technology upgrades, except TSP hardware, are included in the FY2021 budget. However, all expenses are not identified in the TIP. The policy that allows the delegation of authority to apply for and execute grants to the CEO and General Manager requires projects be in both the budget and the TIP. Since the technology upgrades are not all identified in the budget and are not in the TIP, approval of this application and execution of contract award requires Board approval.





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### SUBMITTED BY:

---

Estella Hollander  
Mobility Planner

### APPROVED BY:

---

Heather Dalmolin  
CEO and General Manager

### ATTACHMENTS:

None.

*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

**DATE PREPARED:** August 7, 2020

**MEETING DATE:** August 19, 2020

**TO:** Honorable Chair and Members of the Board

**FROM:** Estella Hollander, Mobility Planner

**SUBJECT:** Consider Transit 4 All Mobility On-Demand (MOD) Approval of Application and Execution of Contract

### **RECOMMENDATION:**

Staff recommends the Board of Directors: 1) Authorize staff to submit application to The Community Transportation Association of America (CTAA); and 2) Execute the contract awards for CTAA's Transit 4 All Mobility On-Demand (MOD) Grant funding through CTAA, U.S. Administration for Community Living (ACL), and Federal Transit Administration (FTA) for planning and implementing a MOD pilot.

### **RELATED STRATEGIC WORKPLAN OBJECTIVE**

Goal:

- ❖ Service Excellence

Objective:

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

### **BACKGROUND:**

The Community Transportation Association of America (CTAA), with financial support from the U.S. Administration for Community Living (ACL) and in collaboration with the Federal Transit Administration (FTA) and national partners, released a funding opportunity to fund planning and implementation of pilot Mobility On-Demand (MOD) projects. The purpose of this funding opportunity is to weave together inclusive transportation planning, development, and implementation with MOD solutions and work to fully engage people with disabilities and older adults in partnership with transportation, planning, and human services organizations.

The proposed project for this MOD grant is a microtransit pilot in the Huntington and Industrial corridor. This area has been an identified transit gap for several years in Mountain Line's planning processes including the On-Demand Feasibility Study. This area has a high need for mobility options since this area houses many non-profits, human service agencies, and clinics. This area has poor transit access since there is the railroad tracks to the north and Interstate 40 to the south, causing physical barriers to access existing transit on Route 66 or Route 3 on Soliere. The Huntington and Industrial area is a major destination for many of Mountain Line's most vulnerable passengers who must travel almost one mile—sometimes without sidewalks and bikes lanes—to access nearby bus stops.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

Mountain Line envisions this on-demand pilot to use Mountain Line's paratransit fleet and will explore trip brokering with taxis and Transportation Network Companies (TNCs) in the planning phase. Mountain Line currently has eight paratransit vehicles, but often only five are used in maximum service. Paratransit vehicles are sometimes standing down for over an hour in the field, waiting for their next pickup. To better utilize the driver and vehicle, drivers could switch over to become on-demand service during these extended breaks. Trip brokering with TNCs, such as Uber and Lyft, and taxis will also be considered during peak hours when trip demands outweighs the number of paratransit vehicles available. This can greatly reduce operating costs and the number of dedicated fleet and staff needed.

Mountain Line is partnering with the agencies located in this corridor to include them in the planning and implementation of this pilot. Specifically, Mountain Line has received a commitment letter from Flagstaff Shelter Services (FSS) to participate in both the planning and implementation phases of this pilot. Mountain Line will also utilize the existing Coordinated Mobility Council (CMC) meetings which includes the public, paratransit clients, older adults, people with disabilities, and agency staff from the public, non-profit, education, and medical sector. The following agencies are active participants of the CMC and will continue to play an important role throughout this project: The Hozhoni Foundation, Quality Connections, Northern Arizona University Civic Service Institute, Coconino County Senior Services, MetroPlan, and Northern Arizona Council of Governments. Additional engagement will be needed to invite other agency leaders in this corridor who normally do not attend the CMC meetings, such as the Department of Child Services.

Mountain Line has been interested in planning, developing, and implementing an on-demand program for several years. In fact, NAIPTA's Board of Directors adopted the 2020 Strategic Plan which includes launching an on-demand pilot to meet the goal of service excellence. Implementing an on-demand program is also identified in the Board adopted MetroPlan & Mountain Line's Coordinated Public Transit Human Services Transportation Plan, as a viable transportation option to fill geographic transit gaps. Mountain Line also recently developed the Board adopted Mountain Line On-Demand Feasibility Study, which analyzes the cost, considerations, and benefits of implementing an on-demand program within the Mountain Line boundary. CTAA's Transit 4 All MOD Grant provides the necessary funding to pay for the additional operating and capital costs to implement such a program and test out this technology.

### TAC DISCUSSION:

This item was not pulled from the consent agenda for TAC discussion.

### ALTERNATIVES:

- 1) Authorize CTAA's Transit 4 All MOD Grant application to CTAA and Execution of Contract of Award (**recommended**): The application provides an opportunity fill the transportation gap in the Huntington and Industrial Drive area, connect people to the transit system to reduce first/last mile gaps, and actively learn how MOD solutions can help fill coverage gaps for further expansion to other areas in the community.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

- 2) Do not authorize CTAA's Transit 4 All MOD Grant application nor Execution of Contract of Award (**not recommended**): This alternative is not recommended as the funds provide an opportunity to fulfill an objective in the 2020 Strategic Plan and to provide service to an area in need of mobility options.

### **FISCAL IMPACT:**

Mountain Line is applying for \$300,000 in federal funds for the planning and implementation of an on-demand pilot. There are no local funds required for this grant opportunity. This federal revenue and associated expenses are not identified in the FY2021 budget or the Transportation Improvement Program (TIP). The policy that allow the delegation of authority to apply for and execute grants to the CEO and General Manager requires projects be in both the budget and the TIP. Since this project is in neither, approval of this application and execution of contract award requires Board approval.

### **SUBMITTED BY:**

### **APPROVED BY:**

---

Estella Hollander  
Mobility Planner

---

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

None.

*Getting you where you want to go*





**DATE PREPARED:** August 10, 2020

**MEETING DATE:** August 19, 2020

**TO:** Honorable Chair and Members of the Board

**FROM:** Kate Morley, Deputy General Manager

**SUBJECT:** Consider AECOM Change Order for the DCC

**RECOMMENDATION:**

Staff recommends the Board of Directors approve a change order to the DCC Task Order with AECOM Technical Services, Inc. contract in the amount of \$799,931.

**RELATED STRATEGIC PLAN OBJECTIVE**

Goal:

- ❖ Service Excellence

Objective:

- ❖ Invest in capital to improve efficiencies and infrastructure to enhance customer-first service delivery.

**BACKGROUND:**

On June 21, 2017, the NAIPTA Board of Directors awarded AECOM Technical Services, Inc. (AECOM) a three-year contract with the possibility to extend for two additional years to provide necessary on-call Architectural and Engineering services through a General Consulting Services Contract (RSOQ 2017-400). AECOM has completed the first three years of the contract and Mountain Line is using the two-year extension to complete projects underway. In December of 2018, Mountain Line signed a Task Order with AECOM for preliminary design (30%) and NEPA of the DCC in the amount of 739,503. At that time, Mountain Line had a \$6.7 million grant for the DCC. Since that time, Mountain Line was awarded another \$15 million in federal dollars to complete the project. As such, the scope of work for the DCC has changed and the task order needs to be revised.

**Work to Date:**

As of the end of FY2020, AECOM expended \$388,170 of the \$739,503 initially authorized. Work completed to date includes finalizing the site alternatives analysis, collecting NEPA background data, property acquisitions steps including title reports and appraisals, utility mapping, initial traffic impacts and light configuration analysis for Phoenix Ave and Milton, drafting feasibility concepts including identifying programming and zoning requirements and a market study. AECOM has also completed a variety of project management tasks including meeting with partners at the City of Flagstaff and Amtrak and hold weekly and bi-weekly meetings with Mountain Line.





Revised Scope:

The new scope of work includes the following major changes from the original scope of work.

- Increased public involvement through the formation of a community committee to guide civic space and architecture of the building.
- Incorporation of arts through coordination with the Beautification and Public Arts Commission.
- An “owners” committee comprised of Mountain Line and City staff to be providing feedback as the users of the property.
- Expanded programing including more office and retail space, and civic space.
- Expanded NEPA analysis related to floodplain requirements on preferred site.
- Support and documents for approval of CUP by Planning and Zoning Commission and the City Council.
- Expanded safety and security screenings and analysis.
- Final design of temporary loading platforms and Operator comfort station during Rio de Flag and project construction.
- FTA joint development expert.

Change Order:

The change order to support the above additions is for \$799,931. This is in addition to the \$388,170 already spent and \$351,333 remaining in the existing task order value. This brings the total value of project costs to complete 30% design of DCC and 100% design of temporary facilities to \$1,539,434.

**TAC DISCUSSION:**

The TAC was supportive of additional focus on art and public input in the process.

**ALTERNATIVES:**

- 1) Approve a change order to the DCC Task Order with AECOM Technical Services, Inc. contract in the amount of \$799,931. **(recommended)**: This change order will allow for the immediate re-kickoff of the DCC project and fulfillment of NEPA requirements to be able to move forward with an IGA for the property. Staff believe the scope of work will deliver a high-quality project to the community.
- 2) Do not approve a change order to the DCC Task Order with AECOM Technical Services, Inc. contract in amount of \$799,931. **(not recommended)**: This action will delay progress on the DCC. Staff could revise the scope of work or issue a new competitive procurement with direction from the Board about what they want modified.

**FISCAL IMPACT:**

This increased cost for the design of the DCC is accommodated in the FY2021 budget and is paid for out of the state 5307/5339 competitive grant received for the DCC at an 80/20 split. This contract plus final design are estimated to be approximately 10% of total project budget or \$2.5-\$3 million.





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### SUBMITTED BY:

\_\_\_\_\_  
Kate Morley  
Deputy General Manager

### APPROVED BY:

\_\_\_\_\_  
Heather Dalmolin  
CEO and General Manager

### ATTACHMENTS:

1. AECOM DCC Scope of Work and Budget -available upon request.

*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

**DATE PREPARED:** August 11, 2020

**MEETING DATE:** August 19, 2020

**TO:** Honorable Chair and Members of the Board

**FROM:** Heather Higgins, Purchasing and Contracts Officer/DBE Liaison Officer

**SUBJECT:** Consider the DBE Goal for FFY2021-FFY2023

### **RECOMMENDATION:**

Staff recommends the Board of Directors adopt the FFY2021-FFY2023 DBE Goal Setting Methodology and approve the updated DBE goal of 3%. The documentation and process is based on Federal Transit Administration (FTA) guidance for DBE programs and the goal setting process.

### **RELATED STRATEGIC PLAN OBJECTIVE**

- ❖ The DBE Goal is a required component of the federally required DBE Program which is a key compliance measure necessary to carryout and implement all aspects of the Strategic Plan and Key Objectives

### **BACKGROUND:**

In September 2014, the Mountain Line Board of Directors adopted a program based on ADOT's DBE goals. In April 2015, the Federal Transit Administration provided conditional approval of the program and requested additional information that resulted in requirement for Mountain to set and adopt its own DBE Goal. The initial DBE goal was adopted in March 2015 and an updated goal was set in 2018. As per Mountain Line's DBE program and Federal Transit Administration regulation, we must review, update, and adopt a new goal every three years.

In 2017, the Mountain Line Board of Directors approved a DBE Goal of 1% and this was adjusted in 2018 to 9%. Our participation did not meet our 9% goal, and staff has completed a process to update the DBE Goal for FFY2021-FFY2023. The DBE program requires consideration of total available vendors for our area, using sources like US Census Bureau and the 2020 Arizona Department of Transportation (ADOT) Disparity Study, as well as evaluation of available Disadvantaged Business Enterprise certified vendors, as certified by Arizona Department of Transportation. After establishing percentage of DBE's available for contracts, we must consider a potential need to adjust or modify that figure to increase the accuracy of any set goal. The factors that are evaluated include past performance of DBE and any disparity study completed for the area. We used the draft ADOT Disparity to study to determine if the goal as identified based on registered vendors should be adjusted further. Staff have completed the required Goal Setting Methodology to support steps taken and considerations evaluated, and demonstrate the public process

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

used. Based on these evaluation methods and determinations, staff have identified that the DBE Goal for FFY2021 – FFY2023 should be 3%.

In June, the NAIPTA Board of Directors initially approved the updated goal, pending adjustments based on input and comments received during the public process period. The public process period began on July 1, 2020, closes on August 15, 2020. The identified goal was made public on Mountain Line's webpage for the duration of the required 45-day comment window. Mountain Line conducted an online meeting on July 15 from 2pm to 3pm. Firms were invited to participate via the web or phone to receive an overview of Mountain Line's proposed goal-setting methodology and the tentatively calculated overall goal of 3%. Invitation to the meeting was broadcast via email to Mountain Line's registered vendors as well as advertised in the Arizona Daily Sun. Notice was sent to 250 vendors, and there was participation from the public or vendors at the meeting. The public comment period will close on August 15<sup>th</sup> however staff anticipate that we will, as seen in past, have no comments. After the public process, staff continue to recommend that the Board of Directors approve the updated DBE Goal of 3% for FFY2021 – FFY2023.

### TAC DISCUSSION:

The TAC was supportive of the proposed updated DBE goal.

### ALTERNATIVES:

- 1) Adopt the updated DBE Goal of 3% for FFY2021-FFY2023 (**recommended**): The Federal Transit Administration requires agencies to evaluate and set a DBE Goal for a triennial period. The Goal should be set based on local conditions, available DBE vendors, and planned contract or capital programs for the same period. Updating and submitting the goal to FTA ensures we remain compliant with these rules and allows procurements as necessary to support programs to be continued.
- 2) Do not approve the proposed DBE Goal (**not recommended**): If the Goal is not approved and submitted to FTA, we could see a delay in federal awards and delay in ability to award procurements and contracts necessary to support our programs.

### FISCAL IMPACT:

While conducting procurements and awarding contracts have a fiscal impact that is part of the annual budget setting process, the adoption of the DBE goal has no additional fiscal impact. Procurement awards to DBE firms may have a fiscal impact and that is accounted for in budget and project value.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### SUBMITTED BY:

\_\_\_\_\_  
Heather Higgins  
Purchasing and Contract Officer/DBE Liaison Officer

### APPROVED BY:

\_\_\_\_\_  
Heather Dalmolin  
CEO and General Manager

### ATTACHMENTS:

1. Mountain Line's Goal and Goal Setting Methodology -pages 32-41
2. Mountain Line's DBE Program -available upon request
3. Arizona Department of Transportation 2020 Disparity Study -available upon request

*Getting you where you want to go*



# Northern Arizona Intergovernmental Public Transportation Authority

## Mountain Line



Federal Transit Administration (FTA)

Triennial DBE Goal-Setting Methodology

For

FFY2021 – FFY2023

(October 1, 2020 – September 30, 2023)

*Submitted in accordance with:*

*Title 49 Code of Federal Regulations Part 26*

*(49 CFR Part 26)*

Mountain Line  
Triennial DBE Goal-Setting Methodology  
FFY2021 – FFY2023

Table of Contents

Introduction .....	3
Background .....	3
FTA Assisted Contracting Program for FFY2021-FFY2023 .....	4
Goal Methodology .....	4
DBE Goal for FFY 2021-2023 .....	6
Race/Gender-Neutral and Race/Gender-Conscious Division of Goal .....	6
Race/Gender-Neutral Methods.....	7
Goal Advertisement and Public Participation.....	8

## Introduction

Mountain Line prepared this document, which details the methodology for establishing its Disadvantaged Business Enterprise (DBE) overall goal for the Federal Transit Administration (FTA) assisted contract. The goal and methodology establishes Mountain Line's estimated overall goal for FTA-assisted contracts that Mountain Line anticipates awarding in Federal Fiscal Years (FFYs) 2021, 2022, and 2023. The purpose of the DBE goal setting process is to ensure that nondiscrimination in the award of U.S. Department of Transportation (DOT) assisted contracts, to create a level playing field on which DBEs can compete fairly for those contracts, and to ensure the DBE program is narrowly tailored in accordance with applicable law.

## Background

Mountain Line is a recipient of U.S. DOT Federal Transit Administration (FTA) funding in excess of \$250,000. As a condition of receiving this financial assistance, Mountain Line has assured that it will comply with FTA's DBE requirements. Therefore, in accordance with 49 CFR Part 26.45(a)(2), Mountain Line is required to develop and submit a Triennial Overall DBE goal for its FTA-assisted projects.

Mountain Line used several data sources for identifying contracting opportunities and available firms to perform services or provide goods.

- We started with our 10-year financial and capital plan to identify total contracting opportunities, calculate federal contract values, and identify types of services or goods needed to evaluate available sources. Mountain Line's financial and capital plan includes total contracting opportunities of \$33,853,683.00 in federal funding. Our projects are based on existing and/or future planned applications and awards. We broke the opportunities into project types which we then tied to various North American Industry Classification System (NAICS) codes.
- Mountain Line utilized the NAICS codes through United States Census Bureau to identify available firms for our area that may be interested in competing for these opportunities. Mountain Line is in the City of Flagstaff within Coconino County, roughly 120 miles north of the large metropolitan area of Phoenix/Mesa. As a small urban area, availability of vendors from our local region (our MPO or City boundaries) can sometimes be challenging. Accordingly, and reflective of Arizona Unified Transportation Registration and Certification System (AZ UTRACS), Mountain Line does include the entire state of Arizona when evaluating availability of firms by NAICS codes. We believe that this defined area most closely represents the vendor pool that participate in contracting opportunities. This conclusion is reflected in the interest of firms in prior contracting opportunities.
- Mountain Line utilized the AZ UTRACS to identify vendors that have been certified as either Disadvantaged Business Enterprise (DBE) or Small Business Concern (SBC). AZ UTRACS is a centralized database of firms that have indicated that they are ready, willing, and able to perform work. We do refine available DBEs to those that are willing to work in Coconino County.

## FTA Assisted Contracting Program for FFY2021-FFY2023

Attachment 1, Table 1 represents Mountain Line's FTA-assisted contracting program, which consists of projects considered in preparing this goal methodology. These projects, inclusive of any federal funds passed through other agencies, are anticipated to be awarded during the triennial period.

Attachment 1, Table 2 represents the breakdown of sub-contractible elements for each anticipated FTA-assisted contract. The elements are identified by the North American Industry Classification System (NAICS) code associated with the discipline of work. Also provided in this table is the estimated federal dollars per NAICS code.

## Goal Methodology

### **Step 1: Determining a Base Figure (Relative Availability of DBEs) - Section 26.45(c)**

The base figure for the relative availability of DBE's was calculated as follows:

*Ready, willing, and able DBEs / All firms ready, willing and able = Base figure*

To establish a base figure of the relative availability of DBEs to all comparable firms (DBEs and OBEs) availability to participate on Mountain Line's FTA-assisted contracting opportunity Mountain Line utilized the AZ UTRACS DBE certification list. This base figure expresses the availability of DBEs as a percentage of all firms for each NAICS code for which there will be contracting and subcontracting opportunities. Please note that Mountain Line considered only those DBE's that are available to perform work in Coconino County as that is the primary location for Mountain Line's contracting opportunities.

As reflected in Attachment 1, Table 3, the relative availability of DBEs to all firms per NAICS code is factored against the anticipated total federal dollars by NAICS code, thereby providing a weighted participation per NAICS code. As indicated below, the base figure is derived by dividing the total anticipated DBE participation dollars by the total FTA-assisted contracting dollars.

Available firms were determined using 2017 US Census data for the State of Arizona, for those firms with NAICS codes that most closely match our projects. Available DBE firms were determined from AZ UTRACS certification list, for those firms willing to work in Coconino County.

Mountain Line used weighted factoring to ensure the overall goal was adjusted based on contracting opportunities. The data used to determine the weighting was:

1. Weighted rate of contracting opportunities by NAICS codes (contract value by code/total contracting opportunities)
2. DBE/SBC availability by NAICS codes (identified DBE by NAICS/total vendors by NAICS)
3. Calculation of DBE goal by NAICS (weighted rate \* DBE goal by NAICS)

### **Step 2: Determining if an Adjustment is Needed – Section 26.45(d)**

After calculating a base figure of the relative availability of DBEs, evidence was examined to determine what adjustment, if any, would be required to ensure a narrowly tailored goal.

Past Performance: Historically, Mountain Line has only had minor participation in contracting opportunities with a contract that spanned FY2018, FY 2019 and FY2020 that had DBE participation. This participation is lower than our base figure.

Since future contracting opportunities are similar to opportunities in FY2018, FY2019, and FY2020 as demonstrated in Attachment 1, Table 4, Past Participation by Fiscal Year we have determined that we should use past participation determining the feasibility of an adjustment to the base figure. We concluded that past participation with similar contracting opportunities supports that identified goal in Step 1.

Information related to employment, self-employment, education, training, and unions: Mountain Line has not completed an independent Disparity Study however the 2020 ADOT Disparity Study identified that barriers do exist for certain minority groups and women related to entry and advancement and business ownership in Arizona construction and engineering industries. Per ADOT 2020 DBE Disparity Study, these barriers may affect availability of certain DBEs in obtaining and performing in contracting opportunities. The analysis indicates a downward Step 2 adjustment of 3 percentage points will be applicable to FTA-funded contracts.

Other: Also from ADOT's Disparity Study, success of MBEs/WBEs relative to majority-owned businesses in Arizona reveals MBEs/WBEs are less successful and are faced with greater barriers. There is qualitative information that suggests discrimination based on race, ethnicity, and gender does affect MBEs/WBEs in contracting opportunities in Arizona. Again, the Disparity Study could not quantify the impact of these barriers.

Mountain Line is aware that there are both minority (MBE) and women (WBE) owned businesses that have not participated in the DBE certification process. We address this lack of certification in our outreach program and defer to ADOT as the lead agency for AZ UTRACS. The 2020 ADOT Disparity Study identified that of the 22.6% of MBE and WBEs, 77.4% are not currently certified as DBE's and are unlikely to achieve the immediate certification required to change DBE availability.

As the identified goal in Step 1 is a decrease to the existing goal of 9% and due to future contracting opportunities, that are similar to opportunities in prior years, as demonstrated in Table 4, we have determined that we should not use ADOT Disparity Study to make an adjustment to the base figure.

In summary, Mountain Line did consider whether a Step 2 adjustment was necessary in determining the overall DBE goal. Mountain Line did make a Step 2 adjustment as a result of the additional analysis.

- The past performance from the most recent completed years shows Mountain Line has recently had similar contracting opportunities and therefore believes future opportunities offer potential to decrease achievement and support the identified goal from Step 1.
- The ADOT Disparity Study offers that additional goal adjustment may be appropriate for identified barriers in Arizona however Mountain Line has determined that prior goal achievement does not warrant any additional adjustment.

Mountain Line will consider potential adjustments if it can demonstrate ability to meet the overall goal of 3%.

## DBE Goal for FFY 2021-2023

For Federal Fiscal Years (FFYs) 2021-2023, the Mountain Line Triennial DBE proposed goal of 3% for FTA-assisted contracts using Step Two adjustments. This overall goal is expected to be achieved through wholly race-neutral methods. Mountain Line submits this goal and methodology to the FTA for review and approval pursuant to 49 Code of Federal Regulations (CFR) section 26.45, for federally assisted transit contracts.

Mountain Line relied on the 49 CFR section 26 regulations as issued and amended, to ascertain this goal.

## Race/Gender-Neutral and Race/Gender-Conscious Division of Goal

Mountain Line will meet the maximum feasible portion of its overall goal by using race/gender-neutral means of facilitating DBE participation. We estimate that, in meeting our overall goal of 3%, we will obtain 3% from race-neutral participation and 0% through race-conscious measures.

The following is a summary of the basis of our determination to use race/gender-neutral goal for DBE participation:

**Evidence of discrimination:** The ADOT Disparity Study identifies that while there is some indication that discrimination is a factor in the marketplace conditions in Arizona (entry and advancement, business ownership, access to capital, bonding, and insurance, and success of business), overall there was no disparity in utilization of MBEs and WBEs. The 2020 ADOT Disparity Study identified that of the 22.6% of MBE and WBEs, 77.4% are not currently certified as DBE's and are unlikely to achieve the immediate certification required to change DBE availability.

**Past Experience:** Mountain Line has had minimal, and in some years no, participation of DBE firms in the last several completed fiscal years.

**DBE Participation without DBE contract goals:** Mountain Line has always had a race/gender-neutral environment.

**Effectiveness of race/gender-neutral measures that are currently in place:** Mountain Line currently participates in and supports the efforts of AZ UTRACS in its current and future broad range of neutral programs and initiatives to encourage participation of small business, including DBEs, in transportation contracts. At this time, Mountain Line is not able to quantify how these initiatives can increase participation of DBEs in FTA-funded contracts.

Mountain Line is aware that there are both minority (MBE) and women (WBE) owned businesses that have not participated in the DBE certification process. We address this lack of certification in our outreach program and defer to ADOT as the lead agency for AZ UTRACS. The 2020 ADOT Disparity Study identified that of the 22.6% of MBE and WBEs, 77.4% are not currently certified as DBE's and are unlikely to achieve the immediate certification required to change DBE availability.

## Race/Gender-Neutral Methods

Mountain Line will continue its current procedures for ensuring the participation of DBEs and other small business enterprises (SBE) in all of its contracting activities. These processes consist of, but are not limited to:

- Generating email notifications of all upcoming contracting opportunities disseminated to all DBEs/SBEs in Mountain Line's directory as well as small business support groups;
- Arranging solicitations, presentation times, quantities, and delivery schedules to facilitate participation of DBE firms;
- Generating project-specific email notifications providing pre-solicitation meeting information, bid/proposal submittal deadlines, general scope overview, SEPTA contracting and DBE office personnel contact information;
- Ensuring participants at pre-solicitation meetings are informed of Mountain Line's DBE Program and its requirements;
- Ensuring circulation of the AZ UTRACS DBE Directory to all potential contractors by listing the AZ UTRACS website in solicitation documents, and providing a link on Mountain Line's website;
- Encouraging bidders on large contracts to identify and create provisions within subcontracts appropriate for small business participation;
- Providing one-on-one technical assistance to existing DBEs and other small business enterprises, and facilitating introductions to Mountain Line's contracting, planning and operations personnel;
- Unbundling of large contracts to make accessible and available to smaller businesses;
- Providing continuous evaluation of contract requirement to minimize and remove unnecessary and unjustified requirements;
- Simplify and/or reduce bonding requirements whenever possible and/or provide assistance in overcoming limitations such as bonding and financing;
- Ensuring standard form contracts include prompt payment clauses for subcontractors; and
- Promoting outreach events hosted by AZ UTRACS to broadcast contracting opportunities as well as encouraging networking among majority contractors and small businesses.

Additionally, Mountain Line is committed to:

- Assisting with and referring to support services (i.e. AZ UTRACS and Coconino County Small Business Development Center) to develop and improve immediate long-term business management, record keeping, and financial and accounting capabilities for DBEs and other small businesses;
- Assisting with and offering referrals to help DBEs, and other small businesses, improve long-term development, increase opportunities to participate in a variety of kinds of work, handle increasingly significant projects, and achieve eventual self-sufficiency;
- Referring DBEs and other small businesses to programs for new, start-up firms, particularly in areas where DBE or small business participation has been particularly low; and
- Assisting DBEs, and other small businesses, with development of capability to utilize emerging technology and conduct business through electronic media.

## Goal Advertisement and Public Participation

In accordance with the goal-setting and public participation requirements, Mountain Line will conduct the following activities to facilitate public participation in the overall DBE goal-setting process:

Host a virtual open house for vendors: Mountain Line conducted an online meeting on July 15, 2020 from 2:00p to 3:00p. Firms were invited to participate via the web or phone to receive an overview of Mountain Line's proposed goal-setting methodology and the tentatively calculated overall goal of 3%.

- Invitation to the meeting was published on Mountain Line's purchasing website and broadcast via email to Mountain Line's registered vendors.
- Notice will be sent with comments including:
  - How can vendors sign up for notification of contract opportunities/solicitations?
  - Does Mountain Line compare DBE goal with other agencies (cities or counties) in Arizona?
  - Does Mountain Line make list of vendors interested in opportunities available so that vendors can build teams?
  - Does Mountain Line have other DBE events like this one?

Advertising the DBE Goal: Mountain Line issued a public notice regarding the Proposed Triennial DBE Goal and Goal-Setting Methodology on the Mountain Line webpage. The public notice advised of the 30-day public comment period with directives on how/where to submit comments and/or questions regarding Mountain Line's proposed overall goal and methodology. The comment period will ended August 15, 2020, at 5:00 pm local time.

Public Meeting for Adoption of Goal: Mountain Line will hold a public meeting, during which the DBE Goal will be adopted. The meeting agenda, including date, time, locations, and agenda items was posted in accordance with Arizona Open Meeting laws.

**Step 1 - Determine the weight of each type of work by NAICS Code:**

\* Enter all the FTA-assisted projects below. Project amounts should be assigned relevant NAICS Code(s).

**Table 1**

	NAICS Code	Project	Amount of DOT funds on project:	% of total DOT funds (weight)
1)	236220	Commercial and Institutional building construction	\$6,559,918.00	0.8134
2)	238110	Poured concrete foundation and structure contractors	\$960,484.00	0.1191
3)	332312	Fabricated structural metal manufacturing	\$544,000.00	0.0675
4)	485113	Bus and other motor vehicle transit systems	\$0.00	0.0000
5)	541611	Administrative management and general mgmt consulting		0.0000
6)	541330	Engineerings Srvc		0.0000
7)	541620	Environmental Consulting Srvc		0.0000
8)				0.0000
9)				0.0000
10)				0.0000
<b>Total FTA-Assisted Contract Funds</b>			<b>\$8,064,402.00</b>	<b>1</b>

**Step 2 - Determine the relative availability of DBE's by NAICS Code:**

\* Use DBE Directory census data and/or a bidders list to enter the number of available DBE firms and number of available firms.

**Table 2**

	NAICS Code	Project	Number of DBEs available to perform this work	Number of all firms available (including DBEs)	Relative Availability
1)	236220	Commercial and Institutional building construction	44	701	0.0628
2)	238110	Poured concrete foundation and structure contractors	20	494	0.0405
3)	332312	Fabricated structural metal manufacturing	0	0	
4)	485113	Bus and other motor vehicle	1	10	0.1000
5)	541611	Administrative management and general mgmt consulting	109	1821	0.0599
6)	541330	Engineerings Srvc	101	1276	0.0792
7)	541620	Environmental Consulting Srvc	49	173	0.2832
8)	0	0			
9)	0	0			
10)	0	0			
<b>Combined Totals</b>			<b>324</b>	<b>4475</b>	<b>0.0724</b>
					<b>Overall availability of DBEs</b>

**Step 3 - (Weight) x (Availability) = Weighted Base Figure**

**Table 3**

	NAICS Code	Project	Weight	x	Availability	Weighted Base Figure
1)	236220	Commercial and Institutional b	0.81344	x	0.06277	0.0511
2)	238110	Poured concrete foundation and structure contractors	0.11910	x	0.04049	0.0048
3)	332312	Fabricated structural metal manufacturing	0.06746	x	0.00000	
4)	485113	Bus and other motor vehicle tr	0.00000	x	0.10000	0.0000
5)	541611	Administrative management a	0.00000	x	0.05986	0.0000
6)	541330	Engineerings Srvcs	0.00000	x	0.07915	0.0000
7)	541620	Environmental Consulting Srv	0.00000	x	0.28324	0.0000
8)	0	0	0.00000	x	0.00000	
9)	0	0	0.00000	x	0.00000	
10)	0	0	0.00000	x	0.00000	
<b>Total</b>						0.0559
Expressed as a % (*100)						5.59%
<b>Rounded, Weighted Base Figure:</b>						<b>6%</b>

0

**Table 4**

Federal Fiscal Year	Established Goal	Total Contracts Paid	Total DBE Paid	DBE Achievement
2018, P1	9%	\$5,470,683.00	\$17,483.00	0.32%
2018, P2	9%	\$593,909.00	\$0.00	0.0000
2019, P1	9%	\$1,040,533.00	\$24,990.00	2%
2019, P2	9%	\$472,177.00	\$0.00	0.0000
2020, P1	9%	\$121,821.00	\$22,539.00	1.76%
2020, P2	9%	\$1,032,553.00	\$0.00	0.0000

<b>Total DBE Participation:</b>	<b>4.08%</b>
---------------------------------	--------------



**DATE PREPARED:** June 26, 2020

**DATE:** June 29, 2020

**TO:** Honorable Chair and Members of the Board

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** Consider FY2021 Liability Insurance Options

**RECOMMENDATION:**

Staff recommends that the Board of Directors 1) authorize the CEO and General Manager to engage Mountain Line's partners to revise the Master IGA regarding section 16 Insurance as a result of the changing liability insurance market and to reflect Mountain Line loss history and 2) delegate authority to the CEO and General Manager and Mountain Line legal counsel to finalize the language for executing signatures.

**BACKGROUND:**

Annually, staff works with Mountain Line's insurance broker to market and bind liability insurance. The lines of insurance include auto, property, employment, and public official policies. Recently, Mountain Line added Cyber Crime coverage due to growing risk as related to cybercrimes and use of social media. Per the Master IGA, coverage provides limits of \$30M through multiple policies including umbrella and excess coverage. Mountain Line has contracted with AON Risk Insurance Services West (AON) since 2006, to act as its broker, and has been working with a team out of the Albuquerque office successfully. The annual renewal process has resulted in stable premiums and deductibles. Staff have been satisfied with representation of AON and the marketing efforts conducted annually. For the past several years, Mountain Line has been successful in binding the necessary coverage at a cost of roughly \$300,000 per year.

As reported in late June, renewal of Mountain Line's liability insurance has been challenging. We suffered significant representation changes in our Broker contract when AON closed the New Mexico office that had been marketing and binding our coverage for the last 10 plus years. Our prior umbrella carrier left the public transit market forcing us to seek other carrier coverage at the same time that the insurance market hardened for placement of public transit coverage. These factors resulted in limited options at the last minute.

As of June 30, 2020, we had successfully secured \$21 million in liability insurance as follows:





Travelers is providing a total of \$6M

- General Liability \$1M per Occurrence/\$2M Aggregate
- Automobile Liability \$1M per Accident
- Public Entity Management Liability \$1M Each Wrongful Act/\$2M Aggregate
- Employment Practices Liability \$1M Each Wrongful Offense/\$2M Aggregate
- Employers Liability \$1M Each Accident/\$1M Policy Limit
- Umbrella \$5M Occurrence/\$5M Aggregate

Transit Re - \$5Mx\$5M Excess

- General Liability per occurrence/no aggregate
- Automobile Liability per occurrence/no aggregate
- Public Officials Liability including Employment Practices Liability per occurrence/no aggregate

Great American - \$10Mx\$10M Excess

- General Liability per occurrence/aggregate
- Automobile Liability per occurrence/aggregate
- Public Officials Liability including Employment Practices Liability per occurrence/aggregate

We have attempted to secure an additional \$10 million in excess coverage in order to meet the terms of the Master IGA. We have exhausted the market that we felt could provide the excess layer for \$100,000 or less and we are now marketing to firms that, if they bid, are expected to bid at costs up to \$300,000.

Staff have met with both Coconino County and City of Flagstaff Risk Management to review our challenges and discuss strategies, including amending our IGA to reduce the \$30 million requirement. Both entities confirmed their own similar experience with renewals this year. Coconino County modified their insurance limits from \$30M to \$15M and the City joined the Arizona Municipalities Risk Retention Pool, both as a result of the challenges faced in renewing policies. Staff also reviewed the history behind the \$30M liability insurance requirement and the parties agreed that public entities in Flagstaff raised insurance policies in reaction the event involving FUSD transportation in 1996. We also discussed our total loss history as a final test to determine reasonableness of reducing policy requirements, we have had only one large claim that was settled for \$750,000 (August 2012 accident) and experience an average of \$25,000 or less per year in small and incidental claims that fall below our deductible.

Based on these discussions, staff are recommending we cease attempts to gain another \$10M in excess coverage, request an amendment to the IGA, and continue to pursue other opportunities leading up to the FY2022 renewal. The proposed amendment corrects the following gaps identified as areas we are unable to comply with in our recent renewals:





- The IGA requires A-Rated coverage however opportunities for pooled coverage will violate this requirement as pools are not rated coverage plans.
- The IGA requires the same coverage of \$30M in all policies however we are unable to obtain this limit on Employer's Liability coverage and have not been able to provide in past either.
- The IGA requires partners to be named as Additional Insured on all policies; however, we are unable to offer that status to other agencies for both the Management Liability policy or Employment Practices Liability policy.
- We do not have \$30M in coverage and it is cost prohibitive to obtain the additional \$10M of excess coverage.
- The IGA is missing language requiring Mountain Line policies to be primary and noncontributory, and for the Workers' Compensation policy to require an endorsement for waiver of subrogation for the IGA parties. Primary and noncontributory wording is available for General Liability and Auto only.

The red-line version of section 16 Insurance is attached in the recommended amendment, to be sent to our partner agencies. We are not recommending a change to any other clauses at this time.

### **TAC DISCUSSION:**

The progress on obtaining liability insurance and the challenges was reported to the TAC in the attached Progress Report. The decision to recommend an amendment to the IGA has been shared with the TAC member for each partner agency. The appropriate risk management personnel at the City and County have reviewed and support the amendment language.

### **ALTERNATIVES:**

- 1) Authorize the CEO and General Manager to engage Mountain Line's partners to revise the Master IGA regarding section 16 Insurance as a result of the changing liability insurance market and to reflect Mountain Line loss history and delegate authority to the CEO and General Manager and Mountain Line legal counsel to finalize the language for executing signatures (**recommended**): This action ensures that Mountain Line acquires cost effective coverage for potential risk exposure and is compliant with terms of the Master IGA. The commitment to explore all solutions, including changes to limits, ensures long-term financial commitment is reflective of the liability risk of the agency.
- 2) Do not approve the recommendation of staff (**not recommended**): If the Board does not approve the recommendation, Mountain Line is non-compliant with the terms or the IGA and is exposed to paying for costly coverage that is not aligned with actual risk.





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · www.mountainline.az.gov

### **FISCAL IMPACT:**

Coverage as currently purchased is over budget; however, it is anticipated that there is capacity and savings available due to reduced service levels in July and August. If additional insurance must be purchased NAIPTA could exceed the annual budget by more than \$300,000.

### **SUBMITTED BY:**

---

Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

1. 1<sup>st</sup> Amendment to the Restated Master IGA -pages 46-52
2. Progress Report to the TAC, 08.06.2020 -page 53

*Getting you where you want to go*



## FIRST AMENDMENT TO AMENDED AND RESTATED MASTER INTERGOVERNMENTAL AGREEMENT

THIS FIRST AMENDMENT TO INTERGOVERNMENTAL AGREEMENT (this "FIRST Amendment") is made and entered into effective as of the 1st day of July, 2020 (the "Effective Date"), by and among Coconino County, a body politic and corporate of the State of Arizona ("**Coconino County**"); the City of Flagstaff, an Arizona municipal corporation ("**Flagstaff**"); the Arizona Board of Regents, acting for and on behalf of Northern Arizona University, an Arizona state university ("**Northern Arizona University**") and Coconino Community College. The parties to this Restated Master IGA may be referred to herein collectively as the Parties or each individually as a Party.

### **RECITALS:**

A. The Parties entered into the Amended and Restated Master Intergovernmental Agreement for the continuation of the IPTA dated July 1, 2013, (the "Restated Master IGA"). All capitalized terms used without definition in this First Amendment shall have the definitions ascribed to them in the Restated Master IGA,

B. The Parties now desire to amend the Restated Master IGA to updated liability insurance requirements reflective of the risk, loss history, and current market for Liability Insurance.

### **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 Restated Master IGA as follows:

1. Section 16, "Insurance" is amended to replace prior language to read as follows:

16. **Insurance and Indemnification.** NAIPTA shall maintain insurance for its property on a replacement cost all risk special form coverage basis at currently appraised values, and shall insure its fleet of vehicles for automobile physical damage.

In addition, NAIPTA shall maintain general liability, automobile liability, employment practices liability, employee benefits liability, and directors and officers liability insurance with limits of at least 21 million dollars in each of these separate areas, or at a level deemed appropriate by the NAIPTA Board of Directors, and shall also maintain statutory workers' compensation coverage for its employees in the State where they work with employer's

liability limits of at least 1 million for each accident, 1 million for each employee by disease, and 1 million policy limit by disease, and a 5 million umbrella over its employer's liability policy limits, or an umbrella liability extending over employer's liability at a level deemed appropriate by the NAIPTA Board of Directors. NAIPTA will purchase the insurance policies and keep them on file for all members to review.

NAIPTA will name the member entities, their agents, officials, employees and volunteers as additional insureds for general liability including premises/operations, personal and advertising injury, products/completed operations, and as additional insured for automobile liability, employment practices liability, employee benefits liability, and Directors and Officers errors and omissions liability, and will specify that the insurance afforded by NAIPTA for general liability, automobile liability, employment practices liability, employee benefits liability, and Directors and Officers errors and omissions liability is primary insurance and that any insurance coverage carried or self-insurance by the IGA member entities, any department or any employee of the IGA member entities will be excess coverage and not contributory insurance to that provided by NAIPTA. Said policies must contain a severability of interest provision.

NAIPTA will comply with statutory requirements for both workers' compensation and unemployment insurance coverage during the term of this Agreement. The insurer must agree to waive all rights of subrogation against the IGA member entities and their officers, agents, employees and volunteers for losses arising from work performed by NAIPTA.

NAIPTA shall evidence its required insurance coverages and endorsements to IGA member entities each year (15) days prior to the anniversary date of 07/01. If a policy does expire during the life of the Contract, a renewal certificate must be sent to the IGA member entities fifteen (15) days prior to the expiration date.

~~16.1. **NAIPTA Liability Insurance.** NAIPTA shall maintain insurance for activities associated with operating a public transportation system. Insurance provided by NAIPTA will include property, general liability, business/auto transit, public officials' errors and omissions, employment practices liability and umbrella liability at levels deemed appropriate by the NAIPTA Board of Directors. NAIPTA will purchase the insurance policies and keep them on file for all members to review, and provide certificates of insurance naming each member as additional insured. Such insurance shall be in an amount of not less than Thirty Million Dollars (\$30,000,000.00).~~

16.4. **Insurance Policies.** Insurance obtained to meet the requirements of this IGA shall be from insurers rated AA or better in Best's Insurance Guide or from an insurance pool with current financial resources deemed acceptable by review of their current financial statements by the NAIPTA Board or their appointed

~~designee. Insurance required hereunder shall be in companies rated AA or better in "Best's Insurance Guide."~~

2. Incorporation of Recitals and Attachments. The Recitals are acknowledged to be true and correct and are hereby incorporated as agreements of the Parties, and the Attachments are incorporated herein as if fully set forth in this First Amendment.

5. Reaffirmation of Restated Master IGA. Except as amended by this First Amendment, the Restated Master IGA shall remain in full force and effect. In the event of any conflict between this First Amendment and the Restated Master IGA the terms of this First Amendment shall prevail.

6. Counterparts. This First Amendment may be executed 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. The Parties agree that this First Amendment may be transmitted between them via facsimile or email. The Parties intend that the faxes or emailed signatures constitute original signatures and that a faxed or emailed agreement containing the signatures (original, emailed or faxed) of all the Parties is binding upon the Parties.

IN WITNESS WHEREOF, the Parties hereto have executed this Master IGA.

Attest:

\_\_\_\_\_  
Clerk of Board of Supervisors

COCONINO COUNTY,  
a body corporate and politic of the State  
of Arizona limited partnership

By: \_\_\_\_\_

Its: \_\_\_\_\_

Attest:

\_\_\_\_\_  
City Clerk

CITY OF FLAGSTAFF,  
an Arizona municipal corporation

By: \_\_\_\_\_

Its: \_\_\_\_\_

NORTHERN ARIZONA UNIVERSITY,  
an Arizona State University, by the  
Arizona Board of Regents

By: \_\_\_\_\_

Its: \_\_\_\_\_

COCONINO COMMUNITY COLLEGE

By: \_\_\_\_\_

Its: \_\_\_\_\_

### PROPER FORM AND AUTHORITY

This Restated Master IGA has, prior to its execution, been submitted to the attorney for each Party, who has determined that the agreement is in proper form and is within the powers and authority granted under the laws of this state to such Party.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 201\_\_

By: \_\_\_\_\_  
Coconino County Attorney

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 201\_\_

By: \_\_\_\_\_  
Flagstaff City Attorney

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 201\_\_

By: \_\_\_\_\_  
Attorney for Arizona Board of Regents

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 201\_\_

By: \_\_\_\_\_  
Attorney for Coconino Community College

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 201\_\_

By: \_\_\_\_\_  
NAIPTA General Counsel

**EXHIBIT A**  
**BOUNDARIES OF NAIPTA**

U:\ATTORNEYS\FJB\NAIPTA (16284-1)\Master IGA\2012 Amend and Restate\Master IGA revised 11 30 12.doc



## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

---

# NAIPTA MEMORANDUM

---

**DATE:** August 19, 2020

**TO:** Honorable Chair and Members of the Board

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** FY2021 Liability Insurance Renewal Update

---

As reported in late June, renewal of Mountain Line's liability insurance has been challenging. We suffered significant representation changes in our Broker contract when AON closed the New Mexico office that had been marketing and binding our coverage for the last 10 plus years. Our prior umbrella carrier left the public transit market forcing us to seek other carrier coverage at the same time that the insurance market hardened for placement of public transit coverage. These factors resulted in limited options available at the last minute.

We have secured a \$5M Umbrella policy and \$15M Excess Layer policies. We were able to secure the initial excess layer of \$5M through a risk management pool, Transit Re, as discussed at the June 29, 2020 Board meeting. That layer allowed us to secure an additional excess layer of \$10M through traditional methods in the open market. The cost of these policies, both Umbrella and Excess, has exceeded our FY2021 budget and we have yet to identify the additional excess layer of \$10M required to be compliant with our Master IGA term of \$30M in liability coverage. We continue to market the additional needed excess policy in the marketplace and or seek additional pool options for the needed excess layer; however, the current estimate of cost is between \$100,000 and \$300,000 as we have exhausted the carriers that might provide the coverage for less than \$100,000.

Staff are researching best practices for insurance requirements and anticipate a future recommendation to modify the Master IGA term. The major trigger for this change is the growing cost of these policy limits versus risk of claims that require these limits. We will include conversations with both the City and County Risk Managers as well as peer transit agencies with similar operating models (no rail, directly operated).





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

**DATE PREPARED:** August 10, 2020

**DATE:** August 19, 2020

**TO:** Honorable Chair and Members of the Board

**FROM:** Kate Morley, Deputy General Manager

**SUBJECT:** Consider the Central Yavapai Metropolitan Planning Organization (CYMPO) Request for Service

### **RECOMMENDATION:**

Staff has no recommendation at this time and item is for discussion only. Staff anticipate a related item for action at a future board meeting.

### **RELATED STRATEGIC PLAN OBJECTIVE**

Goal:

- ❖ Service Excellent

Objective:

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

### **BACKGROUND:**

Mountain Line has received a draft service request from Central Yavapai Metropolitan Planning Organization (CYMPO) which serves the Prescott and Prescott Valley regions in a similar capacity as MetroPlan does for Flagstaff. The request is for Mountain Line's assistance for CYMPO to access a portion of its CARES Act funds as the money requires Section 5307 recipient status that they do not currently have. The CARES Act allocated \$3.5M by population to the CYMPO region. CYMPO's request is that Mountain Line help them access \$401,500 of that award for transit planning purposes. Mountain Line would receive 10% for administering the funds. CARES Act funds are 100% and require no local match.

Mountain Line has previously received and granted a similar request for CYMPO in order for them to access their Section 5307 money to complete the CYMPO Transit Implementation Plan (TriP). This request will expand upon that plan.

Mountain Line has an adopted policy that clarifies terms and conditions for how Mountain Line would consider such requests though the Service Provision Outside the NAIPTA Boundary policy. Pursuant to this policy, the NAIPTA Board shall consider the service provision outside of the NAIPTA boundary request based on the following criteria:

1. Minimum Requirements:
  - a. *Direct costs of service are paid by Requesting Agency*
    - This proposal allows for \$365,000 to directly support the planning efforts. No additional funds would be spent on planning resources.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

- b. *Indirect costs of service are paid by Requesting Agency*
    - This proposal includes 10%, or \$36,500, for Mountain Line to administer the funds on behalf of CYMPO.
  - c. *The service request is consistent with NAIPTA's Mission, Vision and Guiding Principles.*
    - This request is consistent with NAIPTA's Mission of "Getting you where you want to go," and Vision, "To create the finest public transportation experience making NAIPTA services an excellent choice for Northern Arizona Communities." The Guiding Principles of, "collaborate to enhance service delivery," "strive for continuous improvement in all we do," "to be fiscally responsible and responsive to changing demographics," and to "see risks as opportunities," are factors considered in this request.
  - d. *NAIPTA can continue to meet all existing commitments to NAIPTA member agencies as per the current Strategic Work Plan.*
    - The time commitment to this project would take resources primarily from the Administration team with some support from Planning. Procurement and grant management makes up the largest duties. Staff believe the additional workload can be accommodated without impacting other projects.
2. Considerations:
- a. *Does the Requesting Agency have a long-term funding commitment?*
    - CYMPO has not identified a long-term funding commitment to transit beyond planning which is the reason for only requesting CARES ACT funding to support planning efforts at this time.
  - b. *If no long-term funding commitment exists, what are the risks that service dependency will be created with short term service?*
    - This is planning level effort only at this time.
  - c. *Are there indirect benefits to NAIPTA member agencies if the service request is honored?*
    - Regional transit service has been a topic and a desire for several years. Approval of this request will further enhance mobility in northern Arizona by providing a specific step by step action plan to implementation of service in the CYMPO area.

### **NEXT STEPS:**

CYMPO is considering formal action on this request at their next meeting. Should they approve the request, staff will return to the NAIPTA Board in October with a formal action item for consideration. Should the Board approve the Regional service request, an Intergovernmental Agreement (IGA) to clearly designate roles and responsibilities between both entities would be required.

### **TAC DISCUSSION:**

The TAC was supportive of assisting CYMPO in their request.

*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### **FISCAL IMPACT:**

This service would be offered at no impact to the NAIPTA partners. Both direct and indirect costs will be paid 100% through CARES Act funds. This request is off budget for FY2021 budget as the partnership was not identified at the time of the drafting of the budget though ultimately results in an increase in revenues in the amount of \$36,500 for Mountain Line.

### **SUBMITTED BY:**

Kate Morley  
Deputy General Manager

### **APPROVED BY:**

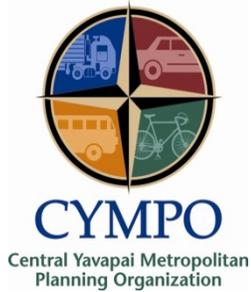
Heather Dalmolin  
CEO and General Manager

### **ATTACHMENTS:**

1. CYMPO Draft Regional Service Request Letter -pages 57-58
2. Service Provision Outside the NAIPTA Boundary policy -available upon request

*Getting you where you want to go*





## Central Yavapai Metropolitan Planning Organization

1971 Commerce Center Circle, Ste. E  
Prescott, AZ 86301  
Phone: 928-442-5730  
Fax: 928-442-5736  
[www.cympo.org](http://www.cympo.org)

7 July 2020

Heather Dalmolin, General Manager/CEO  
Northern Arizona Intergovernmental Public Transportation Authority  
3773 N. Kaspar Drive  
Flagstaff, AZ 86004

Dear Heather:

I am writing to follow up on our recent conversations regarding the possibility of Central Yavapai Metropolitan Planning Organization (CYMPO) utilizing NAIPTA, an FTA 5307 direct recipient, as a pass-through agency for CYMPO to access \$401,500 of The Coronavirus Aid, Relief, and Economic Security Act (CARES ACT) funding for the purpose of Planning costs, and Operational costs for NAIPTA.

Per the guidance of ADOT Transit, we explored all viable methods to access \$401,500 of CARES ACT funding, and through our research and discussions with all involved parties have determined that a proposed regional partnership with NAIPTA would be the most expeditious and straightforward manner in which to secure the CARES ACT funding to cover the costs of planning for the implementation of the system. Along those lines, we are happy to initiate a formal request to the NAIPTA Board for authorization of this regional partnering process.

The Utilization of \$401,500 from the CARES ACT funding will provide the CYMPO region with the means to develop and implement a Regional Transit System plan, focusing on Demand Response during the first year, and moving towards a full transit system that was identified in the latest CYMPO TrIP update.

We anticipate the total cost for the Development and Initiation of a Regional Transit System plan to be \$401,500 based upon similar projects and current market conditions. An administration fee of \$36,500 will be allocated to cover NAIPTA's actual cost for oversight and project management throughout the duration of the procurement and plan update process. Because the project is not requiring a long-term funding commitment, NAIPTA and its Board do not have to consider any long-term funding commitments to CYMPO or be concerned with creating any "service dependency" issues as a result of this partnering opportunity.

Through NAIPTA's willingness to collaborate with CYMPO on projects such as this, a broader, more successful vision for transit service availability in northern Arizona can be realized, while also promoting more streamlined economic approaches and timelines to complete project work crucial to the northern Arizona region. Please accept our sincere appreciation to the NAIPTA Board for considering this request. CYMPO staff is available for any questions that may arise prior to the meeting date, and we will also be present at the Board meeting in the event the NAIPTA Board has any questions at that time.

Sincerely,

Christopher Bridges  
Administrator

cc: Kate Morley



## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

---

# NAIPTA MEMORANDUM

---

**DATE:** August 19, 2020

**TO:** Honorable Chair and Members of the Board

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** 2020 Strategic Plan Update

---

During the May Joint Meeting, staff presented updates on progress being made on goals and objectives of the 2020 Strategic Plan. The purpose of this progress report is to provide updated timelines or completion dates on those objectives that were not completed on time or which will not meet the timeline of the adopted 2020 Strategic Plan. Staff will be discussing further updates at the October Advance and we wanted to provide this information now as an opportunity for any member of the Board or TAC to direct staff to place this item on the September agenda for additional discussion.

### Goal One: Service Excellence

- Implement improved fare system solutions including, but not limited to, mobile ticketing, online reloading, and stored value cards by December 31, 2020.
  - Due to COVID-19, planned changes to Mountain Line's fare collection system were suspended. The system is ready for deployment when fare collection is again resumed.
- Finish the BRT (bus rapid transit) plan and gain Board consensus on next steps by July 31, 2022.
  - Mountain Line's project is on hold pending an outcome from ADOT's Milton Corridor Master Plan (CMP), now delayed until January 31, 2021. The project will likely take another year to 18 months to complete after the CMP outcome.
- Launch a demonstration on-demand program by June 2021.
  - This project has been delayed due to staffing resources during COVID-19. Another item on this Board agenda is to pursue a grant to complete this task.
- Reduce deadhead (miles and time traveled to routes before and after revenue service) and improve safety through the construction of the Kaspar intersection by December 31, 2021.
  - Due to timing of traffic impact analysis, the decision to delay this project to the 2021 construction season was made to avoid increased costs that could occur if the project had to be completed over two construction seasons.
- Develop a Capital and Operating Analysis to prioritize infrastructure improvements that support existing service and provide opportunity for expanded service levels by September 30, 2021.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

- This project has been retitled to the Strategic Investment Plan. Procurement was recently completed and anticipated timeline for completion is one year.
- Partner with the City of Winslow to implement a commuter route in 2020.
  - The City of Winslow withdrew their request for service. It is suggested this item be removed when the strategic plan is updated.

### Goal Two: Stewardship of Resources

- Evaluate bus stop conditions per Transit Asset Management (TAM) scoring criteria and bus stop amenity types per the adopted Transit Guidelines (TG) by August 30, 2021.
  - Due to time and energy spent responding to COVID and changing conditions/requirements, staff were unable to complete the analysis expected. Additional, due to a change in staffing, we anticipate this project will be unable to resume until next spring.

### Goal Three: Investing in Mountain Line Workforce

- Create and implement a defined refresher training program to update job skills and address updated standards by May 1, 2021.
  - Staff successfully created the refresher training course, but implementation has been delayed until next summer. Due to nature of our services, summer is the best identified time for training as we offer reduced schedules that provide more flexibility for scheduling the greatest number of staff for training sessions.
- Develop a CDL operator staffing pool by merging the two existing operator job descriptions and modifying the guaranteed work hours per full-time employee by December 31, 2020, and transition existing staff with less than 10 percent employee loss.
  - This transition was initiated however due to changes in services as a result of reduced service levels over last couple of months, finalizing and implementing has been delayed. As services normalize, we will be able to renew efforts for recruitment and cross training.
- Refine employee health and wellness benefits, time off programs, training and development, and wages as part of the FY2022 budget setting process and if applicable, enhance programs by July 1, 2021.
  - Financial challenges have limited resources needed to make and support these changes. We remain committed and will renew efforts as revenues are restored.
- Develop an employee engagement plan by March 31, 2021 to ensure diverse groups of employees are included in shared decision making, project work teams, and Extended Leadership Team to create positive, productive, and healthy work environments.
  - Managing services thru COVID19 has provided us with the opportunity to engage employees, from across the organization, in plans to respond and plans to reopen. We will be able to take some of these lessons and incorporate them into a formal engagement plan as we engage in decisions and projects in the future. The formal plan has not been initiated.
- Develop employee engagement materials about the contribution to the community made by transit and operators, highlighting what transit is doing for the community and an operator's significant role in that contribution, by December 31, 2020.





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

- These materials have not been developed however we have seen transit highlighted as essential employees many times over the last couple of months, setting the standard for this message. We are committed to further developing and providing materials to our team and our community as our lives normalize again.

### Goal Four: Enhanced Safety Culture

- Develop Standard Operating Procedures as a guide for staff to follow on increasing safety awareness and managing risk by January 31, 2021.
  - This objective is in process however current demands on our operations team has made it difficult to pull operators and management together to finalize the identified procedures.
- Update suspension policies by November 30, 2020 to ensure they are adequate for the behavior and applied in an equitable fashion.
  - This objective is in progress and partially completed. As with many other operations team supported objectives, it is anticipated that as things are again normalized after COVID19, we will be able to complete final steps.
- Develop coordinated transit safety awareness message by March 31, 2021 for various community groups including but not limited to TransAT, Bike and Pedestrian Advisory Committees, and Transportation Commission in order to heighten safety awareness as related to transit.
  - Staff necessary for these conversations have been unable to meet and discuss concerns or develop an approach. Staff continue to view this as an important issue and are committed to increasing pedestrian safety thru awareness messaging and campaigns.
- Develop criteria to internally evaluate new bus stop locations that consider safety aspects such as lighting, proximity of pedestrian crossings, and adjacent traffic dynamics by December 31, 2021.
  - Staff resources have been diverted and much of this work requires partnering with outside resources that are experiencing staffing concerns. Additional, due to a change in staffing at Mountain Line, we anticipate this project will be unable to resume until next spring.
- Upgrade fixed route buses with adequate safety equipment capable of capturing conversation during an emergency event by January 2021.
  - This objective is in progress, parts have been ordered and it is expected staff will be able to resume testing of the equipment upon arrival.
- Add additional rear external cameras to both fixed route and paratransit vehicles to capture collision information by February 28, 2021.
  - Cameras are on property waiting to be installed; however, staff have been diverted to a higher priority of creating or identifying a mechanism for an in-vehicle shield/barrier for operator safety.
- Incorporate bus backing cameras systems on all revenue equipment by February 28, 2021.
  - Cameras are on property waiting to be installed; however, staff have been diverted to a higher priority of creating or identifying a mechanism for an in-vehicle shield/barrier for operator safety.
- Upgrade passenger cabins to better accommodate passenger stability needs by October 31, 2020.
  - Stability devices were ordered and are on property; however, reduction in ridership and social distancing requirements have allowed us to divert staff for the higher priority of creating or identifying a mechanism for an in-vehicle shield/barrier for operator safety.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### Goal Five: Community Engagement

- Develop strategy to encourage influential key stakeholders to ride transit, encourage others to ride transit, and provide feedback on how transit can be a part of their daily lives by April 2021.
  - We are not in a place right now where we are actively encouraging people to ride the bus, and likely will not be for quite some time.
- Develop a plan to educate the community about the role transit plays in supporting a wide variety of community goals including affordable housing, congestion relief, health, environment, and economic development by January 2021.
  - Staff are working on a comprehensive plan that includes this objective in the approach to the next round of tax initiatives and education.

### Goal Six: Fiscal Responsibility

- Develop a 10-year Capital Plan by September 2021 that ties to our existing financial plan, which will guide grant applications and prioritization of projects.
  - The 10-year Capital Plan is tied to the Capital and Operating Analysis/Strategic Investment Plan which has been delayed.
- Evaluate and implement recommendations of the Fare Strategies Study by June 2021 in order to correct declining average fare per passenger while introducing solutions that offer fare equity (fare-capping).
  - Due to COVID-19, Mountain line suspended all fare collection and therefore has not pursued additional implementation of the Fare Strategies Study, although a Request for Information (RFI) was conducted pre-COVID to help us identify desired components of a new fare system.
- Research and develop an implementation plan to diversify the sources of funding from City of Flagstaff and other public partners by December 2021.
  - Changes to our financial picture makes this more important than ever; however, focus on setting FY2021 budget, determining timing of the next tax question, and responding to receding revenues as result of COVID-19 has diverted attention to engage on this effort.
- Coordinate and develop an implementation plan with State Transit peers on long-term State Legislation changes to restore and/or establish statewide transit funding.
  - Changes to state financial picture make this more challenging but not any less important. National attention on importance of transit for recovery are a great segue to these conversations as conditions normalize. The timeline has been removed as it may be unrealistic in next 5 years as public entities recover from the COVID-19 recession.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

---

# NAIPTA MEMORANDUM

---

**DATE:** August 19, 2020

**TO:** Honorable Chair and Members of the Board

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** FY2021 October Advance

---

October of each year is an opportunity for our Strategic Advance, a joint meeting of the Board of Directors and our Transit Advisory Committee members for considering future service and finances as well as informing the next workplan. Each year, the meetings have differed slightly depending on the timing of transit plans, financial decisions, and five-year outlooks. At times we have engaged a facilitator to help us overhaul our plan or lead us through tough discussions. Our last October Advance in 2019, was facilitated and the outcome was a new 5-year plan, the 2020 Strategic Plan. The 2020 Strategic Plan was adopted in November 2019. Since adoption, Mountain Line has experienced a change in leadership and COVID-19 has negatively impacted the timing of many of the short-term projects on the horizon.

As we approach our next October Advance on Wednesday, October 21, 2020, staff are looking forward to spending the time with you focused on updating objective timelines, removing or closing out closed objectives, adding newly identified objectives, and forming performance indicators to provide us with our next 5-year Strategic Plan. Staff believe the format developed last fall is still a good tool for identifying objectives and measuring success. We believe the addition of key performance indicators is the final step to fully developing a robust 5-year Strategic Plan that will serve staff, the Board, the TAC, and our Partners for many years to come. We are not recommending a facilitator for this update and are confident staff can lead these discussions.

We wanted to provide this progress report to ensure that members of the Board and TAC can support this direction. We will look to these respective groups to give direction to place this item on a future agenda if additional discussion is necessary.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

---

# MOUNTAIN LINE MEMORANDUM

---

**DATE:** August 19, 2020  
**TO:** Honorable Chair and Members of the Board  
**FROM:** Jon Matthies, IT Manager  
**SUBJECT:** FY2020 Annual Cybersecurity Report

---

Mountain Line's utilization of technology has increased dramatically in the last 5 years, and more technology translates to increased cyber security risk. This report will highlight Mountain Line's current cybersecurity program, our largest risks and associated mitigations, and next steps.

Mountain Line participates in the Nationwide Cybersecurity Review (NCSR), a no-cost, confidential, annual self-assessment survey that is based on the National Institute of Standards and Technology (NIST) Cybersecurity Framework (CSF). It is sponsored by the Department of Homeland Security (DHS) and the Multi-State Information Sharing & Analysis Center (MS-ISAC). The NCSR allows us to receive metrics specific to our organizations, develop a benchmark to gauge our year-to-year progress, and anonymously measure our results against our peers. Mountain Line's 2019 NCSR scores for the program maturity level in five different functional areas range from 1.04 to 2.07 on a scale of 6—please see details provided in the attached report. The recommended minimum maturity level is 5. Clearly, we have areas that need improvement, and the NCSR scores provide direction for those efforts.

In addition to aligning with the NIST CSF, Mountain Line uses the Center for Internet Security (CIS) Controls, which are an industry reviewed set of prioritized actions designed to protect against cyber-attacks. These actions provide even more focus for our efforts.

The most prevalent cybersecurity risk in today's world is ransomware. Mountain Line mitigates this risk via our endpoint protection software—which includes specific anti-ransomware measures—cyber insurance, and by storing backups offline.

Phishing is a high risk as well and is often the vector that ransomware uses to gain a foothold. Mountain Line mitigates this risk by requiring cybersecurity training for all new staff, bi-monthly

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

refresher training, and by performing monthly phishing tests to assess the effectiveness of our training program.

Examples of Mountain Line cybersecurity initiatives from the past year include deploying multi-factor authentication for all Office 365 accounts, providing password managers for staff, and enabling Domain Name System (DNS) filtering.

Inter-organizational relationships play an important role both in ongoing cybersecurity programs and when responding to major cybersecurity incidents. Mountain Line is a member of MS-ISAC, which provides a variety of services to state and local governments free of charge. We have also established contacts with other organizations, including the City of Flagstaff, Coconino County, Northern Arizona University, Flagstaff Unified School District, Coconino Community College, and the Federal Bureau of Investigations.

Lastly, Mountain Line began purchasing cybersecurity insurance as part of its annual liability insurance strategies. At this time, the policy is small, and cost is low while we continue to improve our internal documentation, policies and procedures. As these actions are taken, we can evaluate improving our coverage thru increased limits that are not cost prohibitive.

### Next Steps:

In the coming year, Mountain Line will focus on the following areas to improve our cybersecurity posture:

- Response and recovery planning and testing
- Audit log monitoring and review
- Collecting and correlating event data
- Monitoring for events, unauthorized personnel, connections, devices, and software
- Developing policies related to communication of event detection, roles and responsibilities, restriction of removable media, and coordination with stakeholders.

### Fiscal Impact:

Cyber-attacks can be fiscally and operationally devastating for organizations. As Mountain Line continues to make incremental improvements to our cybersecurity program, and we also continue to seek options and resources that would enable us to make more significant advances.

### Attachments:

1. 2019 Nationwide Cybersecurity Review (NCSR)

-pages 67-71





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

### Glossary:

*BEC* – Business Email Compromise

*CIS* - Center for Internet Security

*CSF* - Cybersecurity Framework

*DHS* - Department of Homeland Security

*DNS* – Domain Name System

*MS-ISAC* - Multi-State Information Sharing & Analysis Center

*NCSR* - Nationwide Cybersecurity Review

*NIST* - National Institute of Standards and Technology

*Phishing* – an attempt to gain access or steal sensitive information through some form of electronic communication (emails, websites, text messages, etc.) that often looks to be official communication from legitimate companies or individuals.

*Ransomware* - malware that threatens to publish the victim's data or perpetually block access to it unless a ransom is paid.

*Getting you where you want to go*





# National Cyber Security Review

MOUNTAIN LINE

## NCSR Structure

The NCSR question set was built upon the NIST CSF with some minor alterations. The questions set consists of a collection of cybersecurity-related activities organized into five main functions: Identify, Protect, Detect, Respond, and Recover. These five main functions are broken down into 108 sub-categories which the NCSR uses as a basis for the questions in the NCSR self-assessment.

### Overview of the NIST CSF Functions:

**Identify Function:** The activities under this functional area are key for an organization's understanding of their current internal culture, infrastructure, and risk tolerance. By incorporating sound risk management principles into cybersecurity programs, organizations will be able to continuously align their efforts towards protecting their most valuable assets against the most relevant risks.

**Protect Function:** The activities under the Protect Function pertain to different methods and activities that reduce the likelihood of cybersecurity events from happening and ensure that the appropriate controls are in place to deliver critical services. These controls are focused on preventing cybersecurity events from occurring.

**Detect Function:** The activities under the Detect Function pertain to an organization's ability to identify incidents.

**Respond Function:** The activities within the Respond Function examine how an organization plans, analyzes, communicates, mitigates, and improves its response capabilities.

**Recover Function:** The activities within the Recover Function pertain to an organization's ability to return to its baseline after an incident has occurred. Such controls are focused not only on activities to recover from the incident, but also on many of the components dedicated to managing response plans throughout their lifecycle.

## NCSR Maturity Scale

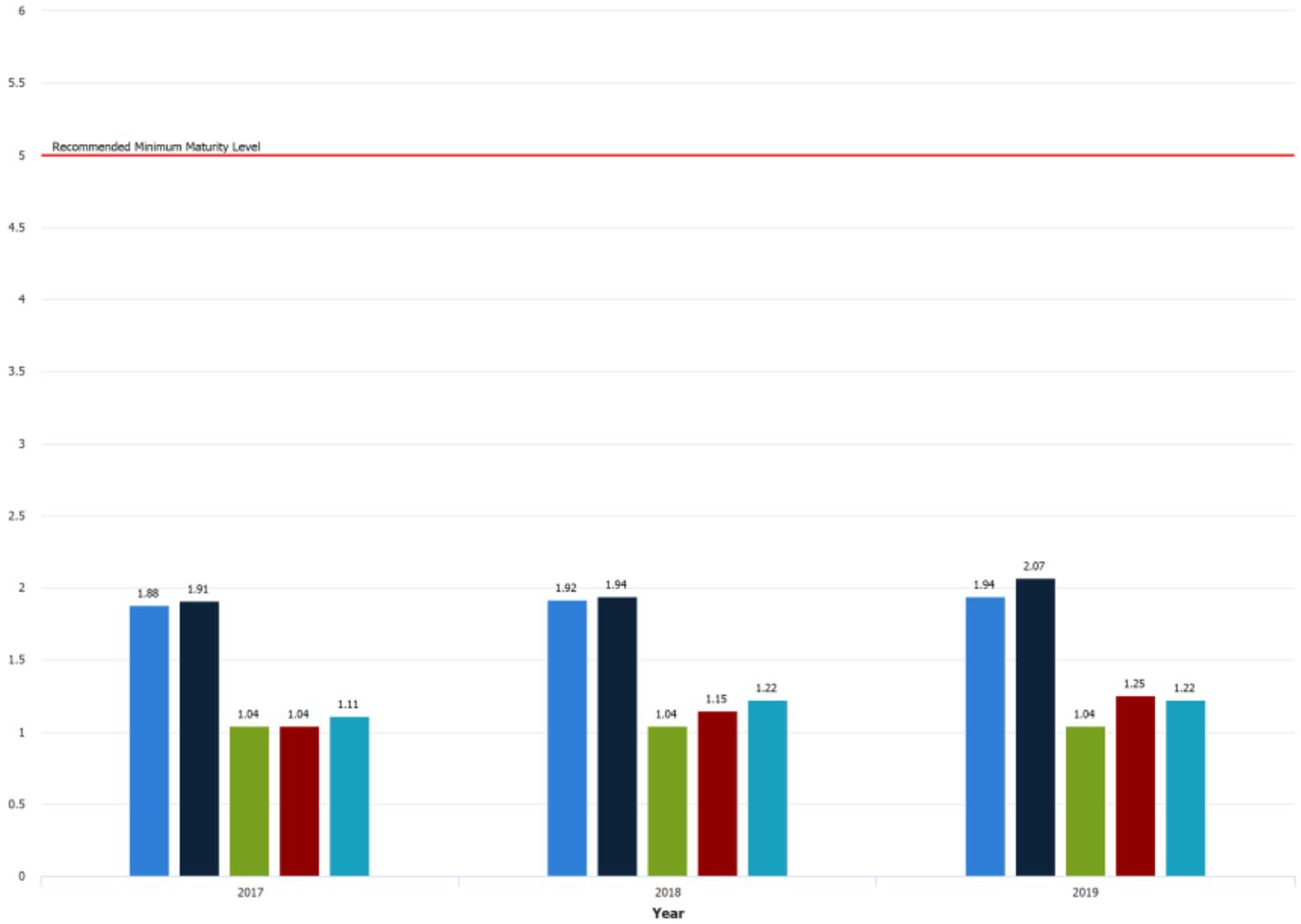
The NCSR utilizes a maturity scale that assesses how an organization is addressing the different activities within the NIST CSF. The maturity scale allows participants to indicate how formalized these cybersecurity activities are within their organization.

Following risk management principles, the response framework includes allowing organizations to identify which activities they have formally acknowledged and chosen not to implement because of their own risk assessment.

In order to provide a target for the SLTT community, a team of SLTT cybersecurity professionals developed a recommended minimum maturity level as a common baseline for the NCSR. The maturity level uses Implementation in Process as the recommended minimum maturity level. The below figure provides a full breakdown of the NCSR Maturity Level response scale along with the scores associated with each maturity level.

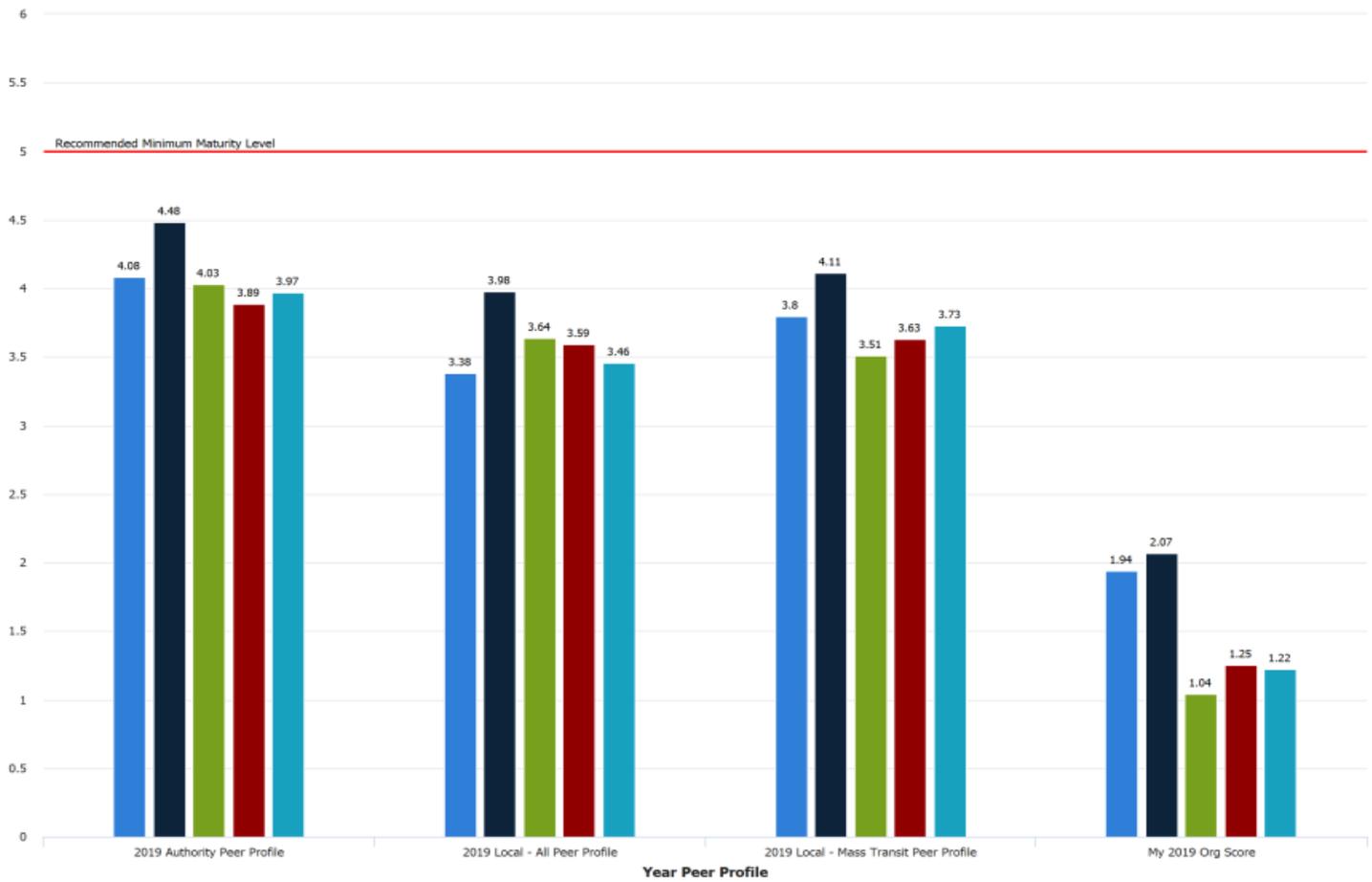
Score	Maturity Level
The recommended maturity level is set at a score of 5 and higher	
7	<b>Optimized:</b> Your organization has formally documented policies, standards, and procedures. Implementation is tested, verified, and reviewed regularly to ensure continued effectiveness.
6	<b>Tested and Verified:</b> Your organization has formally documented policies, standards, and procedures. Implementation is tested and verified.
5	<b>Implementation in Process:</b> Your organization has formally documented policies, standards, and procedures and are in the process of implementation.
5	<b>Risk Formally Accepted:</b> Your organization has chosen not to implement based on a risk assessment.
4	<b>Partially Documented Standards and/or Procedures:</b> Your organization has a formal policy in place and begun the process of developing documented standards and/or procedures to support the policy.
3	<b>Documented Policy:</b> Your organization has a formal policy in place.
2	<b>Informally Performed:</b> Activities and processes may be substantially performed and technologies may be available to achieve this objective, but they are undocumented and/or not formally approved by management.
1	<b>Not Performed:</b> Activities, processes and technologies are not in place to achieve the referenced objective

## Year-to-Year Function Averages



Year	Average of Identify	Average of Protect	Average of Detect	Average of Respond	Average of Recover
2017	1.876667	1.913492	1.041667	1.04	1.111111
2018	1.92	1.94	1.04	1.15	1.22
2019	1.94	2.07	1.04	1.25	1.22

## 2019 Peer Report by Function



Year Peer Profile	Average of Identify	Average of Protect	Average of Detect	Average of Respond	Average of Recover
2019 Authority Peer Profile	4.08	4.48	4.03	3.89	3.97
2019 Local - All Peer Profile	3.38	3.98	3.64	3.59	3.46
2019 Local - Mass Transit Peer Profile	3.8	4.11	3.51	3.63	3.73
My 2019 Org Score	1.94	2.07	1.04	1.25	1.22



## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

---

# MOUNTAIN LINE MEMORANDUM

---

**DATE:** August 19, 2020  
**TO:** Honorable Chair and Members of the Board  
**FROM:** Samuel Short, Safety Manager  
**SUBJECT:** Annual Safety Report

---

This report outlines Mountain Line's Annual Safety Report for Fiscal Year 2020. This report will outline Mountain Line's motor vehicle accidents, motor vehicle accident near misses and Workplace Injuries.

During Fiscal Year 2020 Mountain Line motor vehicles were involved in the following:

- Mountain Line had 45 motor vehicle accidents, while traveling approximately 902,630 service miles. This equates to an accident every 20,058 miles traveled.
  - 27 of these accidents were classified as "chargeable" which is an accident in which the operator of the vehicle could have done something to prevent this accident, or when we are culpable in the accident. We experienced a chargeable accident every 33,430 service miles traveled on average.
  - 18 of these accidents were classified as "non-chargeable" which is an accident in which the operator of the vehicle did everything they could to prevent this accident, or when we were not culpable in the accident. We have a non-chargeable accident every 50,146 service miles traveled.
  - 44 of the 45 accidents were considered minor and were not reportable to the Federal Transit Administration as they did not meet the FTA reporting thresholds. Most of these accidents consisted of circumstances such as a side mirror striking a sign or minor bumper contact. These accidents are a combination of chargeable and non-chargeable events.
  - 1 of the 45 accidents was considered major, in which it met Federal Transit Administration as it did meet the FTA reporting thresholds. The accident was a non-chargeable event.
- 55% of all motor vehicle accidents occurred during the construction season months, May through September.
- We received 13 additional "Near Miss" reports, which is an occurrence where the operator of a vehicle avoids having an accident due to taking a defensive action to

*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

avoid the accident. An example of this would be a bus operator notices a car about to run a red light, the bus operator takes defensive action and stops suddenly to avoid being struck by the person running the red light. The bus operator then reports the near miss to their supervisor.

During Fiscal Year 2020 Mountain Line received 6 Workplace Injury Reports:

- 2 of the 6 were directly related to the COVID-19 response;
- All injuries were minor and time lost was negligible; and
- Injuries included: one muscle strain, one burn, one inflammation of the lungs, and three lacerations.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

---

# MOUNTAIN LINE MEMORANDUM

---

**DATE:** August 19, 2020  
**TO:** Honorable Chair and Members of the Board  
**FROM:** Samuel Short, Safety Manager  
**SUBJECT:** Public Transportation Agency Safety Plan (PTASP) Update

---

In September 2019, I notified the Board and TAC members of the Federal Transit Administration's (FTA) Public Transportation Agency Safety Plan (PTASP) Rule. This Rule states that all transit agencies who are recipients or subrecipients of federal financial assistance under FTA's Urbanized Area Formula Program, must develop, certify and implement a PTASP. The PTASP originally had an implementation deadline of July 20<sup>th</sup>, 2020.

As the PTASP was new to most transit agencies that do not have a rail system, the FTA began to host training sessions for all agencies, starting in the Fall of 2019. These training sessions were designed to show transit agencies what was expected to be in each agencies safety plan and how it all ties together, as it relates to Safety Management Systems (SMS). Mountain Line staff attended many PTASP training webinars throughout the fall and winter of 2019/2020. On March 3, 2020 the FTA published a template for small transit agencies to use in adopting their PTASP. We then began using the template to form our PTASP. A few weeks later we began to see the initial wave of the COVID-19 pandemic. At that time most transit agencies, including Mountain Line, stopped working on any projects other than COVID-19 response efforts.

On March 23<sup>rd</sup>, 2020, the FTA recognized that most agencies were focused on responding to the COVID-19 pandemic and has announced that enforcement action regarding the PTASP requirements was extended to December 31, 2020. This is effectively the new deadline to have the PTASP adopted and implemented. Mountain Line staff are diligently working on the PTASP as they are able and hope to have a PTASP rough draft completed by early September. The final PTASP will be submitted for Board approval no later than November.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

---

# MOUNTAIN LINE MEMORANDUM

---

**DATE:** August 19, 2020  
**TO:** Honorable Chair and Members of the Board  
**FROM:** Samuel Short, Safety Manager  
**SUBJECT:** Emergency Management Update

---

This progress report is an update on Mountain Line's involvement during Fiscal Year 2020 with Coconino County Emergency Management, Local Emergency Planning Committee, and the Emergency Operations Center.

During Fiscal Year 2020, Mountain Line staff have assisted or worked cooperatively with the Coconino County Emergency Management operations. Mountain Line staff have been involved with the following Emergency Management functions:

- Mountain Line executed an agreement to be available to assist with transportation needs of the community and the EOC as needed during response to the Museum Fire.
- Mountain Line staff assisted in the Emergency Operation Center during the Museum Fire, by acting as the Transportation Coordinator.
- Mountain Line staff attend the Coconino County Local Emergency Planning Committee meetings regularly.
- Mountain Line staff recently attended the Museum Flooding Table-Top exercise.

Mountain Line staff is interested in entering into a contract with Coconino County Emergency Management, to establish expectations, roles and responsibilities, in the event Mountain Line is asked to assist with Emergency Management operations. As our vehicles are federally funded, we must have mutual aid agreements in place in order to use our vehicles in responding to an emergency. Without a standing agreement, we will be faced with a need to develop and approve individual contracts for each event. Prior to the COVID-19 event, staff were working on setting up meetings with Coconino County staff to review a draft of the agreement and we look forward to reinitiating those efforts in the near future.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

---

# MOUNTAIN LINE MEMORANDUM

---

**DATE:** August 19, 2020  
**TO:** Honorable Chair and Members of the Board  
**FROM:** Kate Morley, Deputy General Manager  
**SUBJECT:** COVID-19 Reopening Plan

---

This report outlines Mountain Line's COVID-19 reopening plan which was developed with the input of the Mountain Line Leadership Team and Coconino County Public Health Services District. A survey of all employees regarding what they would like to see for reopening measures was also conducted. Staff reviewed information from the CDC regarding public transit operations during COVID-19, industry best practices, and Coconino County, City of Flagstaff, Northern Arizona University, and Flagstaff Unified School District reopening plans in order to establish triggers and appropriate actions that align with and support the plans of others. The reopening plan has four phases moving from Phase 1, the most restrictive and current phase, to Phase 4, at end of pandemic return to normal operations. Below is a summary of phases. The full reopening plan is available upon request.

### Phase 1: Current Conditions

Since mid-March, Mountain Line has been operating weekend service levels seven days a week, been fare free and operating rear door boarding only to allow greater social distancing for Operators. Vehicle cleaning protocol during the day at the Downtown Connection Center, deep cleaning at night of buses, cleaning of furniture and shelters at bus stops, and janitorial services for the administration facilities have all been ramped up. The office has been closed to the public and staff are required to wear face coverings and complete health screenings to enter the building and start their shift. Additionally, as of June 21, face coverings are required for riders as well. Staff are currently working on adding hand sanitizer dispensers and 6-foot distance markings on buses.

### Phase 2: August 9th Service Changes

The trigger for this phase is planned service changes to take place on August 9<sup>th</sup> and NAU students returning to campus over the month of August. Staff anticipate a large increase in ridership as students return. As such, to allow for as much social distancing as possible, full service will be resumed. This will also mean that early morning and late-night service is in

*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

place again. Service levels on Route 10 will be monitored to see if six buses are still required on the route. All other safety measures remain in place.

### **Phase 3: Declining cases**

The trigger for this phase is in coordination with the City of Flagstaff entering their Phase 3 and is based upon a variety of downward data trends. At this stage, Mountain Line would begin to reinstitute fares and reopen the lobby with heightened safety protocol. Staff would still be encouraged to work from home. Other protocol would remain in place with the face coverings requirements continuing until the Board of Directors takes action to lift the requirement.

### **Phase 4: End of the Pandemic**

Also, in line with City's reopening plan, Phase 4 is upon the declaration of the Mayor at the end of the pandemic. At this time, Mountain Line would resume normal hours and operations with the use of personal protective equipment (PPE) and cleaning protocols phased out in accordance with CDC guidelines.

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

---

# MOUNTAIN LINE MEMORANDUM

---

**DATE:** August 19, 2020  
**TO:** Honorable Chair and Members of the Board  
**FROM:** James Wagner, Operations Director  
**SUBJECT:** FY2020 Annual Fleet Maintenance Report

---

This report outlines a brief overview of Mountain Line's Fleet maintenance and fuel consumption for fiscal year 2020. During this period, the Fleet division consisted of seven staff members, a Fleet Supervisor, four Mechanics and two detailers. Fleet staff are charged with ensuring safety, security, maintenance, proper utilization, appearance, and cleanliness of Mountain Line's rolling stock, including revenue vehicles, service vehicles, and support vehicles. Mountain Line fixed route has twenty-nine hybrid electric buses, twenty-three 35-foot (Gillig) buses and six, 60-foot (New Flyer) articulated buses and paratransit consist of eight cutaway units. Additionally, we have seventeen non-revenue service and support vehicles.

The metrics below are representative of FY2020 average maintenance and fuel.

#### Fixed Route:

- 904,178 total miles
- 181,654 gallons of diesel fuel
- Average fuel consumption is 4.75 mpg in a Gillig and 3.65 mpg in a New Flyer
- Average fleet age is 6.69 years per bus
  - Two units are 13 years old (oldest units)
  - Five units are 3 years old (newest units)
- Average fleet lifetime maintenance cost is \$0.23 per mile
  - The highest is \$0.45 per mile (oldest unit)
  - The lowest is \$0.10 per mile
  - This cost does not include tires or fuel

#### Paratransit:

- 87,396 miles driven
- 11,857 gallons of gasoline
- Average fuel consumption is 7.4 mpg
- Average fleet age is 6.88 years
  - One unit is 10 years old (oldest unit)

*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

- Two units are 5 years old (newest units)
- Average fleet lifetime maintenance cost is \$0.14 per mile
  - The highest cost is \$0.21 per mile (oldest unit)
  - The lowest cost is \$0.08 per mile
  - This cost does not include tires or fuel

*Getting you where you want to go*





## Mountain Line

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

---

# NAIPTA MEMORANDUM

---

**DATE:** August 19, 2020

**TO:** Honorable Chair and Members of the Board

**FROM:** Heather Dalmolin, CEO and General Manager

**SUBJECT:** Delegations of Authority

---

In keeping with the requirements of the various authorities granted by the Board of Directors to the CEO and General Manager and as per the most recently adopted Resolutions, this update reports on all actions, including funding applications and executions of awards, enacted by the CEO and General Manager.

### **Procurement Authority**

#### *Request of Proposals for Strategic Investment Planning Services*

Mountain Line awarded a contract to Transportation Management, and Design Inc. (TMD) under RFP 2020-106 for professional services to complete the Strategic Investment Plan (SIP). The purpose of the SIP is to develop strategies to optimize and maintain on-time performance and to plan long-term for the implementation of those strategies in capital and financial planning.

Mountain Line conducted an open and competitive procurement process reflective of Mountain Line and Federal Transit Administration procurement policies with a Request for Proposals (RFP). The competitive procurement closed on May 1, 2020 with four vendors submitting. Three of the proposals were close in evaluation scores, leading the selection committee to conduct interviews on June 3<sup>rd</sup> and 4<sup>th</sup>. After carefully weighing the strengths and weaknesses of the proposals and interviews, the selection committee, consisting of Mountain Line staff, identified TMD as the highest-ranking. Procurement staff sent a "Notice of Intent to Award" to TMD on July 2, 2020 and Mountain Line proceeded with awarding the contract on July 24, 2020.

TMD's scope includes four components: an operational analysis, an implementation plan, a capital improvement plan and annual process for updating it, and an update of financial planning process. The operational analysis will evaluate the current system and predict future route cycle times related to increasing congestion. This information will be used to plan for future impacts on frequency and reliability

*Getting you where you want to go*





## **Mountain Line**

3773 N. Kaspar Drive · Flagstaff, AZ 86004 · 928-679-8900 · FAX 928-779-6868 · [www.mountainline.az.gov](http://www.mountainline.az.gov)

of the system. From this analysis, the SIP will provide a long range (10 – 20 year) implementation plan for operational efficiency improvements. The capital improvement plan (CIP) will provide an update to our prioritized list of capital needs with these new improvements in mind, as well as create a formal annual process for updating the CIP and tying it to the financial plan. Finally, the financial planning component will review the current financial planning process and recommend any changes. It will also identify innovative funding sources to best achieve the identified recommendations. The recommendations in the SIP will ensure fiscal sustainability and provide staff better direction for what projects to apply for when grants are released. The information from the SIP will provide information to support needs related to a future tax initiative as well.

TMD's fee of \$203,872.00 is within the ADOT Section 5305 planning grant awarded to Mountain Line to fund this project. The SIP is included in Mountain Line's FY2021 budget.

### **Grant Application and Execution Authority**

#### *ADOT Section 5310 Year 2 Award*

Mountain Line received notification of an award of \$294,000 in federal funds through ADOT Section 5310 program, which funds programs for seniors and people with disabilities, and \$20,000 in CARES Act Emergency Relief Funding. The following items are included in that award. ADOT awarded \$75,000 for Bus Stop Mobility Improvements at an 80/20 split. This project will improve the ADA access at Mountain Line's bus stops. Mountain Line has improved 32 bus stops, approximately 19% of the Mountain Line fixed route system through this funding source. ADOT also awarded \$200,000 in operations for Mountain Line's ADA Plus program at a 50/50 split, which funds paratransit trips that go above and beyond the required FTA paratransit regulations. Mountain Line also received \$120,000 for Mountain Line's Taxi Program, at a 50/50 split, to subsidize taxi rides for paratransit clients. ADOT also funded \$92,500 for Mobility Management, at an 80/20 split, for ongoing delivery of our regional mobility management program. The remaining \$20,000 is from CARES Act to supplement mobility management at 100% federal funds.

#### *ADOT Section 5311 Year 1 Award*

Mountain Line received notification of an award of \$52,720 in federal funds through ADOT Section 5311 program, which funds rural transportation programs, and \$13,750 in CARES Act Emergency Relief Funding. In that notice, ADOT awarded \$34,133, at a 90/10 split, for Mountain Line's Vanpool service contract with Commute with Enterprise. ADOT also awarded \$27,500, at an 80/20 split, for administration for the vanpool program. The remaining \$13,750 is from CARES funding for operations. Mountain Line has been providing meal delivery in our partnership with Flagstaff Family Food Center through this CARES Act award as an eligible expense of the money.

*Getting you where you want to go*



**September: TAC Meeting is Thurs, 9/3 Board Meeting is Wed, 9/16**

ITEMS:	WHO & WHAT:
Safety Minute	
Rules of Procedure/Code of Conduct Training	Mitesh Patel
Financial Management Plan	Heather D - D/A
Human Trafficking Campaign	Sam/Jacki - D/A
CYMPO Request for Service and IGA	Kate - D/A
AECOM Quarterly Update	Kate - PR
Delegation of Authority Update - Agreements, Grants, and Procurements	Heather D - PR
Current Events	Heather D - PR
October/November Agenda Calendar	

**October: BOD and TAC Advance is Wednesday, 10/21**

ITEMS:	WHO & WHAT:
Safety Minute	
Mountain Line Annual Report	Heather D/Lauree - D/A
Delegation of Authority Update - Agreements, Grants, and Procurements	Heather D - PR
Current Events	Heather D - PR
November/December Agenda Calendar	