



Northern Arizona Intergovernmental Public Transportation Authority

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NOTICE AND AGENDA OF ADVANCE OF THE BOARD OF DIRECTORS (BOD) AND TRANSIT ADVISORY COMMITTEE (TAC) OF THE NORTHERN ARIZONA INTERGOVERNMENTAL TRANSPORTATION AUTHORITY (NAIPTA)

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

Board and TAC Strategic Policy Advance

Wednesday, October 21, 2019

9am – 12pm

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 and the Transit Advisory Committee may attend by telephone or internet conferencing. Members of the public may submit comments related to agenda items before 8am on the day of the meeting to transportation@naipta.az.gov and observe the meeting by following the instructions at <https://mountainline.az.gov/about-us/board-of-directors/>.

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 1-3

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

DISCUSSION / ACTION ITEMS:

4. REVIEW THE FY2020 ANNUAL REPORT

-pages 4-5

-Lauree Battice, Management Services Director

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

5. FINANCIAL UPDATE

-pages 6-7

-Heather Dalmolin, CEO and General Manager

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

- Legislative Update
- Fare Revenues
- Fare Capping



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**Northern Arizona Intergovernmental Public Transportation Authority**3773 N. Kaspar Drive • Flagstaff, AZ 86004 • 928-679-8900 • FAX 928-779-6868 • www.mountainline.az.gov**6. STRATEGIC PLAN UPDATES**

-pages 8-19

-Heather Dalmolin, CEO and General Manager

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

- Goal One, Kate Morley, Deputy General Manager
- Goal Two, Jim Wagner, Operations Director
- Goal Three, Danelle Knight, Human Resources Manager
- Goal Four, Jacki Lenner, Marketing and Communications Manager
- Goal Five, Sam Short, Safety Manager
- Goal Six, Heather Dalmolin, CEO and General Manager

7. CONSIDER THE PURCHASE OF A FIVE-YEAR TRANSIT PLAN

-Bizzy Collins, Transit Planner

-pages 20-22

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

Staff is seeking feedback on the goals of the Five-Year Transit Plan update.

- Overview
- 15-minute break
- Breakout Sessions (approximately 30 minutes) – No quorum of Board members shall be assigned to the same breakout session group and no action will be taken.
- Review and Discussion resulting from the Breakout Sessions

PROGRESS REPORTS:**8. PUBLIC TRANSPORTATION AGENCY SAFETY PLAN (PTASP) UPDATE**

-Sam Short, Safety Manager

-pages 23-24

9. SUMMARY OF CURRENT EVENTS

-Heather Dalmolin, CEO and General Manager

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

November/December Working Agenda

-pages 25-26

The next TAC meeting will be November 5, 2020 and will be a Zoom meeting based in Flagstaff in the Mountain Line Training Room, 3825 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. November agenda items will include but not be limited to the Climate Emergency Presentation, Adoption of the Annual Report, Adoption of the Public Transportation Agency Safety Plan, First Quarter Revenue Report, Elerts Update, American Public Transportation Association (APTA) Health and Safety Program, Mountain Line Local, State, and Federal Presence and Roles, Milton Corridor Update, Regional Service Request Policy Review, Northern Arizona Council of Governments (NACOG) Service Request, Reopening Update, Workforce Utilization Report, and Delegation of Authority Updates. The November agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the TAC.

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The next Board meeting will be November 18, 2020 and will be a Zoom meeting based in Flagstaff in the Mountain Line Training Room, 3825 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. November agenda items will include but not be limited to the Active Transportation Master Plan Presentation, the Climate Emergency Presentation, Annual Report Adoption, Public Transportation Agency Safety Plan Adoption, First Quarter Revenue Report, Elerts Update, American Public Transportation Association (APTA) Health and Safety Program, Mountain Line Local, State, and Federal Presence and Roles, Milton Corridor Update, Regional Service Request Policy Review, Northern Arizona Council of Governments (NACOG) Service Request, Reopening Update, Workforce Utilization Report, and Delegation of Authority Updates. The November agenda will be available for review on Mountain Line's website and at Mountain Line's public posting places (listed on the Mountain Line website) at least 24 hours prior to the meeting and should be consulted for a list of items that will come before the Board.

10. Adjourn*Getting you where you want to go*



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DATE PREPARED: October 8, 2019

MEETING DATE: October 21, 2019

TO: Honorable Chairman and Members of the Board

FROM: Lauree Battice, Management Services Director

SUBJECT: Review the FY2020 Annual Report

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Guiding Principles: Strive for continuous improvement in all we do
- ❖ Guiding Principles: Be trustworthy and dependable

BACKGROUND:

In accordance with A.R.S. 28-9101 et seq. to establish an intergovernmental public transportation authority and the Master IGA signed on June 7, 2013, the Board will issue an annual report on or before December 1 containing a full account of the transactions, activities and finances for the preceding fiscal year and other facts and recommendations. The Board shall transmit copies of the report to each member municipality, university, and county, to the Secretary of State, to the Arizona State Library, Archives and Public Records and, on request, to any member of the public.

The FY2020 Annual Report is a formal document designed to meet the state regulation. The report contains a summary of the activities, including performance data for all provided public transportation systems. The report provides an overview of FY2020 revenues and expenditures. The FY2020 performance information and financial data from the report is as presented to the Transit Advisory Committee and Board of Directors throughout the year. The financial data is reflective of the year end information as reviewed with and presented to each partner agency.

Mountain Line's annual financial audit is still pending and if anything changes as a result of the audit, an amended report will be filed no later than March 31, 2021 and presented to the TAC and Board no later than April 2021.

TAC DISCUSSION:

This item was not presented to the TAC separately from the Board and TAC Advance.

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FISCAL IMPACT:

There is no budgetary or financial impact with adoption of the FY2020 Annual Report.

SUBMITTED BY:

Lauree Battice
Management Services Director

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Mountain Line FY2020 Annual Report -available at meeting

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DATE PREPARED: October 8, 2020

DATE: October 21, 2020

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Financial Update

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Fiscal Responsibility
- ❖ Objective: Expand Mountain Line revenue resources to allow for the full implementation of the 5-Year plan, capital plan, and projected increases in costs of providing service.

BACKGROUND:

As we look at our Strategic Plan, consider a new 5 Year Transit Plan, and begin the FY2022 budget process, staff felt it was important to pause and look at funding. The last ten months have changed many of our funding scenarios and before we move forward, we want to evaluate where we are. This financial update is to support our planning conversations, an additional and more detailed update will be provided in November to aid the Board in making decisions about the ability to amend the FY2021 budget or to restrict activities further.

Legislative Update (Kate Morley, Deputy General Manager)

Fixing America's Surface Transportation (FAST) Act was signed into law on December 4, 2015 and authorized over \$305 billion over fiscal years 2016-2020 for surface transportation spending. Public transportation received \$11.7 billion in FY2016 with annual amounts growing from there. The FAST Act expired on September 30, 2020 and a continuing authorization was passed for one year while congress works towards a reauthorization bill. Federal funding is critical to Mountain Line's success. Arizona is one of few states in the country with no funding for public transit; meaning outside of federal funding, all costs are born by local communities. In addition to reauthorization, discussion on COVID-related stimulus bills also continue. Bob Holmes and Ana Ma with Nexus Consulting will be providing the Board and TAC a legislative update on these items.

Transit Tax Revenue

The City of Flagstaff first alerted Mountain Line to a fall in transit tax revenue in late Spring 2020. At the time, FY2020 was estimated to 4% below budget, or \$289,000. As a result of COVID, the City

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predicted a recession of 2.9%, \$1,027,945, over the next 5 years. The FY2021 tax revenue budget was \$6,000,904. Staff were provided an update in late August that FY2020 ended better than expected and that FY2021 projection was showing signs of also being better. The net impact of the updated information is a 4% increase to the fund balance over the next 5 years, total \$1,449,125. This is a overall increase of \$421,180 to the pre-COVID projected fund balance.

Fares (Lauree Battice, Management Services Director)

Pre-COVID we were looking at several fare collection changes, including exploring how to introduce a mobile ticketing option. Mobile ticketing provides us with an opportunity to add fare capping to our fare policies. Fare capping is one method to equalize access to the discounted rate of our period passes. Our existing system requires a rider to pre-purchase 30 days of transit services at a rate of \$34 (\$37 if not reloading an existing pass card.) For many riders, this pre-payment is not an option due to the upfront cost. Fare-capping allows a rider to pay as they ride and still get the benefit of the period pass rate. For example, a rider buys a one-way trip in the am and a second one-way trip at noon. That rider has now paid the equivalent rate of a day pass and their remaining trips for the day are fare free. This same method can also be applied to our 30 day pass. Fare capping provides equal access to discounted fares to all riders, whether they can pre-pay for the period or need to pay as they go.

TAC DISCUSSION:

This item was not presented to the TAC separate from this Board and TAC Advance.

Memo co-authored by Kate Morley, Deputy General Manager and Lauree Battice, Management Services Director

SUBMITTED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: October 13, 2020
DATE: October 21, 2020
TO: Honorable Chair and Members of the Board
FROM: Heather Dalmolin, CEO and General Manager
SUBJECT: Strategic Plan Update

RECOMMENDATION:

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

BACKGROUND:

During the May Joint Meeting and the August Meeting, staff presented updates on progress being made on goals and objectives of the 2020 Strategic Plan. The purpose of this report is to provide a quick status update and to frame our next steps.

Staff continue to make progress on set goals and objectives and have had the opportunity to embrace projects and tasks that were not envisioned at the time that the Strategic Plan was proposed and adopted. Some projects and tasks have also been cancelled or set aside due to change in partnerships, demands, and due to delays as a result of COVID. We have found that the adopted Goals and Objectives are accurate for long term success of the agency but have identified that timelines of projects and tasks were either unrealistic or not broad enough. The Strategic Plan was also silent on key performance indicators. While we have performance measures that we use to evaluate success of programs and services, these measures were not incorporated into the Plan and many don't reflect the goals and objectives of the plan.

Staff are now proposing that we include the revision of the plan, to update projects and tasks, into our 5-Year Transit Plan effort and that we focus on development of performance measures that can be adopted in the next plan. This will align our Strategic Plan and our 5-Year Transit Plan and provide performance indicators that we can use to measure our progress and provide regular reports to our partners.

We will continue to use the adopted Strategic Plan and provide updates annually on projects, completed tasks, and other efforts that support the goals and objectives as set by Mountain Line's Board of Directors. We will also report on the system performance using existing performance measures at least two times per year as previously requested. The Board will have the opportunity to evaluate proposed performance measures as part of the adoption of the new 5-Year Strategic Plan.

TAC DISCUSSION:

This item was not presented to the TAC separate from this Board and TAC Advance.

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SUBMITTED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. 2020-2025 Strategic Plan -pages 10-19

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Mountain Line Strategic Plan 2020-2025



GOAL ONE: SERVICE EXCELLENCE

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



Mountain Line is planning how transit will look 10 years from today.

OBJECTIVES:

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

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

Mountain Line Strategic Plan 2020-2025



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

- Build a Downtown Connection Center that is a community asset and reflects who we are and how we treat our customers, commencing construction within six months of approval from the City of Flagstaff that our project does not interfere with the Rio de Flag project.
- Reduce deadhead (miles and time traveled to routes before and after revenue service) and improve safety through the construction of the Kaspar intersection by December 31, 2020.
- Develop a plan to address transit stop accessibility gaps and identify necessary partners to make improvements.
- Implement one or more transit enhancements to improve service levels without added operating costs, such as bus only lanes and transit signal priority, by June 2021.
- Develop a Capital and Operating Analysis to prioritize infrastructure improvements that support existing service and provide opportunity for expanded service levels by September 30, 2020.
- Plan for fleet expansion and maintenance through the development of a Kaspar Facility Master Plan by June 30, 2022.
- Establish Mountain Line's role in the delivery of Proposition 419 projects, specifically as it pertains to transit.
- Develop 30 percent design plans of a new bus storage facility in coordination with NAU.

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

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

Develop a plan to address transit stop accessibility gaps and identify necessary partners to make improvements.



Mountain Line Strategic Plan 2020-2025



GOAL TWO: STEWARDSHIP OF RESOURCES

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

OBJECTIVES:

1. Be exemplary at supporting community goals towards environmental sustainability.

- Honor 2008 voter intent to adopt low and zero-emissions bus technologies as our fleet expands and is replaced, including consideration of electric fleet as determined through a Zero Emissions Fleet Transition Plan.
- Obtain Coconino County Sustainable Building Certifications in the development of all new facilities, through sustainable building practices and site design.

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

- Develop an asset maintenance plan that extends the useful life of certain FTA assets, such as buses and bus stop amenities, by at least 50 percent.
- Pursue opportunities and partnerships to repurpose and/or donate disposed-of assets at end-of-life cycle.
- Design new bus stop locations or roadway projects to reduce redundancy of infrastructure while serving multiple routes for long-term resiliency and to lower capital and maintenance costs.
- Create method to collect data for baseline reporting of corrective vs. preventative maintenance of rolling stock and fixed assets.
- Evaluate bus stop conditions per Transit Asset Management (TAM) scoring criteria and bus stop amenity types per the adopted Transit Guidelines (TG) by August 30, 2020.



Develop an asset maintenance plan that extends the useful life of certain FTA assets by at least 50 percent.

Mountain Line Strategic Plan 2020-2025



GOAL THREE: INVESTING IN MOUNTAIN LINE WORKFORCE

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



Mountain Line is committed to developing a healthy, empowered, and highly-skilled workforce.

Getting you where you want to go

OBJECTIVES:

1. Expand and enhance employee Training and Development.

- Engage all new employees in a detailed training program within 14 days of a job offer to create clear understanding of job duties, provide the training necessary to perform job expectations, and provide new employees with a clear path to successful employment.
- Create and implement a defined refresher training program to update job skills and address updated standards by August 31, 2020.
- Develop standard operating procedures for a wide variety of functions and activities to ensure that all staff are performing job duties to the same standard and expectations are clear by January 31, 2021.
- Develop an outreach plan by March 31, 2020 to address employee development and distribute annually information on development opportunities, including tuition assistance, training time and course options available, and personal growth.



Mountain Line Strategic Plan 2020-2025



2. Evaluate operational structure to find efficiencies in service delivery and reduce costs.

- Reduce dependency on overtime and enhance service resiliency by increasing total full-time staff for adequate coverage of service hours by March 31, 2020.
- Develop a CDL operator staffing pool by merging the two existing operator job descriptions and modifying the guaranteed work hours per full-time employee by June 30, 2020, and transition existing staff with less than 10 percent employee loss.

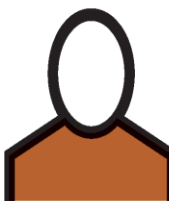
3. Develop a workplace culture that supports employee development and work-life balance.

- Refine employee health and wellness benefits, time off programs, training and development, and wages as part of the FY2021 budget setting process and if applicable, enhance programs by July 1, 2020.
- Increase employee engagement in the Mountain Line and NAPEBT wellness programs as measured by employees who become eligible for the NAPEBT benefit by June 30, 2021.
- Develop an employee engagement plan by September 30, 2020 to ensure diverse groups of employees are included in shared decision making, project work teams, and Extended Leadership Team to create positive, productive, and healthy work environments.
- Develop employee engagement materials about the contribution to the community made by transit and operators, highlighting what transit is doing for the community and an operator's significant role in that contribution, by April 30, 2020.



EMPLOYEE TRAINING

Engage all new employees in a detailed training program within 14 days of a job offer.



EVALUATE STRUCTURE

Develop a CDL operator staffing pool by merging the two existing operator job descriptions



WORK-LIFE BALANCE

Refine employee health and wellness benefits, time off programs, training and development, and wages.

Mountain Line Strategic Plan 2020-2025



GOAL FOUR: ENHANCED SAFETY CULTURE

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

OBJECTIVES:

1. *Develop a holistic safety plan that guides us to effectively and proactively manage risk.*

- Develop procedures as a guide for staff to follow regarding increasing safety awareness and managing risk by July 31, 2020.
- Update rider suspension policies by February 29, 2020 to ensure they are adequate for correcting rider behavior and are applied in an equitable fashion.
- Create a reoccurring budget for safety enhancements identified by the internal Safety Committee starting with the FY2021 budget.
- Develop coordinated transit safety awareness message by September 2020 for various community groups including but not limited to TransAT, Bike and Pedestrian Advisory Committees, and Transportation Commission in order to heighten safety awareness as related to transit.
- Provide training to staff through partnerships with human service agencies to support community safety and raise awareness regarding mental health issues including driver training and education.
- Participate and partner with the Emergency Operations Center (EOC) in developing a community evacuation plan by June 30, 2021.

Mountain Line
will establish a
safe working
environment
and safe
delivery of
transit services.



Mountain Line Strategic Plan 2020-2025

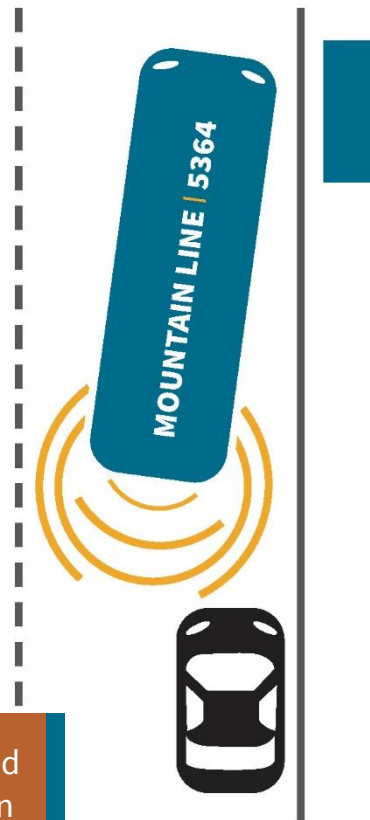


2. *Manage transportation facilities and amenities to support a safe environment for staff and customers.*

- Coordinate with the City of Flagstaff staff to identify opportunities to address and improve lighting options at transit related infrastructure, within the lighting code, by March 30, 2020.
- Develop criteria to internally evaluate new bus stop locations and consider safety aspects such as lighting, proximity of pedestrian crossings, and adjacent traffic dynamics by August 2020.
- Incorporate security measures and best practices for design features in the new Downtown Connection Center (DCC), jointly developed bus storage facility, Kaspar Drive intersection, NAU's SBS McConnell design, and other capital projects.
- Clarify Mountain Line's role in the development of bike and pedestrian infrastructure adjacent to transit improvements through a new policy supported by the City of Flagstaff by June 30, 2021.

3. *Utilize available and emergent technology to enhance existing and future fleet, optimizing safety for all staff and public transportation users.*

- Upgrade fixed route buses with adequate safety equipment capable of capturing conversation during an emergency event by February 28, 2020.
- Add additional rear external cameras to both fixed route and paratransit vehicles to capture collision information by August 31, 2020.
- Incorporate bus backing cameras systems on all equipment by August 31, 2020.
- Upgrade passenger cabins to better accommodate passenger stability needs by February 28, 2020.



Add additional rear external cameras to both fixed route and paratransit vehicles to capture collision information by August 31, 2020.

Mountain Line Strategic Plan

2020-2025



GOAL FIVE: COMMUNITY ENGAGEMENT

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



OBJECTIVES:

1. Ensure active participation from a supportive network of stakeholders.

- Develop strategy to encourage influential key stakeholders (City, County, CCC, NAU Leadership; NAIPTA Board of Directors) to ride transit, encourage others to ride transit, and provide feedback on how transit can be a part of their daily lives by April 2020.
- Conduct a minimum of six community presentations each year to organizations such as ECoNA, NALA, Flagstaff Chamber of Commerce, Northern Arizona Realtors, City Commissions, etc.

2. Increase the community's awareness of Mountain Line's value to the community.

- Engage in a minimum of 10 community events each year.
- Develop a plan to educate the community about the role transit plays in supporting a wide variety of community goals including affordable housing, congestion relief, health, environment, and economic development by May 2020.
- Conduct robust, project-related outreach before and during all transit related projects (i.e. DCC, service changes, etc.).
- Transition from NAIPTA to Mountain Line by June 30, 2021 for all public-facing and internal branding, using NAIPTA only when necessary for legal purposes.



Engage in a minimum of 10 community events each year.

Mountain Line Strategic Plan 2020-2025



GOAL SIX: FISCAL RESPONSIBILITY

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



OBJECTIVES:

1. Ensure a sustainable financial future through long-term financial planning.

- Develop a 10-year Capital Plan by September 2020 that ties to our existing financial plan, which will guide grant applications and prioritization of projects.
- Develop a compensation philosophy and implement a compensation strategy by January 2020 that reflects current market, local conditions, and feedback of existing staff and that, in future, will attract new, high quality staff to Mountain Line.



Sustainable
financial
future



Diversify
funding
sources



Expand
revenue
resources

10-YEAR CAPITAL PLAN

Mountain Line Strategic Plan 2020-2025

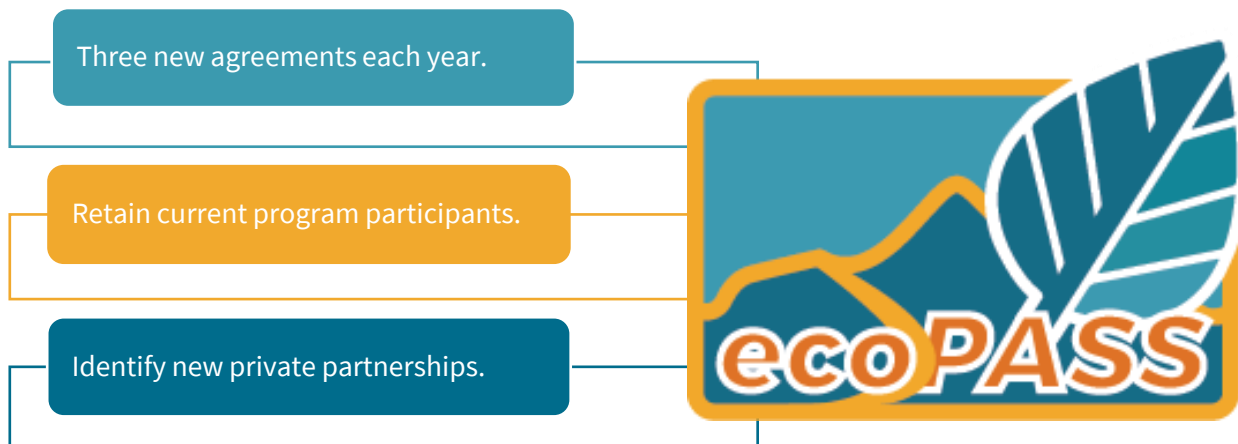


2. Diversify funding sources to reduce dependency on federal funding for ongoing operations.

- Expand the ecoPASS program by at least three new agreements per fiscal year starting with FY2021.
- Retain FY2020 ecoPASS program participants by confirming value and conducting outreach/travel training to enhance participation.
- Connect health benefit to use of transit and secure ecoPASS purchase through NAPEBT under the FY2021 budget, as part of health and wellness program.
- Identify new private partnerships to fund expansion of routes or services, (i.e. airport) to assist in paying for new transit service.
- Evaluate and implement recommendations of the Fare Strategies Study by June 2020 in order to correct declining average fare per passenger while introducing solutions that offer fare equity (fare-capping).
- Develop a plan with CCC and NAU to fund and implement a universal access pass (UPASS) for all students with residential ties to Flagstaff by August 2020.

3. Expand Mountain Line revenue resources to allow for the full implementation of the 5-year plan, capital plan, and projected increases in costs of providing service.

- Research and develop an implementation plan to diversify the sources of funding from City of Flagstaff and other public partners by October 2020.
- Determine if any private funding strategy for the DCC has a positive return on investment, i.e. joint development and public private partnerships, by April 2020.
- Coordinate and develop an implementation plan with State Transit peers by August 2020 on long-term State Legislation changes to restore and/or establish statewide transit funding.
- Retain membership within APTA and CTAA to enhance our message during Federal Reauthorization in order to enhance STIC, bus funding, and 5307 apportionments.





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DATE PREPARED: October 7, 2020

MEETING DATE: October 21, 2020

TO Honorable Chair and Members of the Board

FROM: Bizzy Collins, Transit Planner

SUBJECT: Consider the purchase of a Five-Year Transit Plan

RECOMMENDATION:

The Board may provide direction, but there is no recommendation from staff at this time. Staff is seeking feedback on the goals of the Five-Year Transit Plan update.

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ **Goal:** Service Excellence
- ❖ **Objectives:** Deliver service enhancements that are in line with our Five-Year Transit Plan and make transit an attractive mode choice.

BACKGROUND:

The current Five-Year Transit Plan (Plan) was completed in 2017. A key choice examined in that planning process was how Mountain Line should prioritize any future service investments. Within a fixed budget, a trade-off is always present between concentrating service into routes that generate the highest ridership (frequency) and spreading service out to cover more people and places (coverage). Public input guided a decision by the Mountain Line Board of Directors about how to balance ridership and coverage goals in the Plan. The Board directed staff to maintain all existing coverage, so that no one would lose access to the service they ride today. The Board also directed staff to focus any new future funding on increasing frequencies and increasing ridership.

At minimal cost and within the existing budget, the Plan guided Mountain Line to split Route 7 into two routes (7 and 8) and increase the frequency on new Route 7 from 30 minutes to 20 minutes. Routes 7 and 8 have been a successful change to the system, increasing ridership and enabling some of our most vulnerable community members to achieve desired travel patterns. Additional funding was needed to achieve other frequencies identified in the Plan. In 2018, an initiative was placed on the ballot to do this. However, the ballot question to increase the transit sales tax did not pass.

Need for an Update

Mountain Line is now looking to update the Five-Year Transit Plan and create a vision for the next 20 years based on a multitude of needs.

- ❖ Staff need a Plan to guide transit service if no additional funding is received because cost inflation and traffic forecasts will impede Mountain Line's ability to simply maintain current service.

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- ❖ Demand for transit service continues to increase due to land use changes and development of major destinations within City limits but beyond the transit watershed.
- ❖ From an integrated transportation system perspective, Staff need to understand how fixed route transit service can be optimized with walking, biking, on-demand microtransit, taxi vouchers, paratransit, and vanpool mobility options.
- ❖ COVID-19 drew attention to some isolated transit-dependent groups that lack quality access to the existing system; we feel we need to explore options to ensure transit is available to our vulnerable community members.
- ❖ Additional service and a potential transition to battery-electric buses will require additional funding. Priorities for service and capital enhancements need to be refined.

This effort would include a significant public engagement effort. Mountain Line needs to engage the public to prioritize service scenarios to define what is added and when. Public engagement is also needed to better connect the role and value of transit in achieving community goals such as affordable housing and climate action. This opportunity can also be used to explore recommendations provided to Mountain Line after the 2020 survey of likely voters. In the event a future tax question is on the ballot, Mountain Line needs clear messaging on how additional funds would support growth scenarios, capital needs, and community goals.

The transit planning process would begin in January 2021 and conclude in November, with staff presenting the final Plan for adoption at the December Board of Directors meeting. The timing of this Five-Year Transit Plan would allow adoption prior to any future tax ballot initiatives. This updated Plan would provide clear direction for the Board and Staff on where transit service should grow and when, what funding mix is feasible to sustain service and capital needs for the long term, and what growth scenarios the public would support for a tax question. The Plan will also update Mountain Line's Strategic Workplan and guide staff in identifying and setting key performance indicators and goals for the five years following the adoption of the Plan.

Next Steps:

Mountain Line anticipates releasing the Request for Proposals (RFP) in late October. A selection committee will choose the most qualified vendor based on scoring criteria outlined in the RFP. Staff intend to kick-off the Plan in January 2021.

Key Questions for the Board:

- ❖ What do you want to explore through a Plan update?
- ❖ What does not need to be revisited?
- ❖ Within a fixed budget, is the balance of frequency and coverage still right for Flagstaff?
- ❖ Were there aspects about how the Board was involved in the last Five-Year Transit Plan that we need to do again with new Board members?
- ❖ What questions do you think need to be addressed?

TAC DISCUSSION:

This item was not presented to the TAC separately from the Board and TAC Advance.

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FISCAL IMPACT:

The estimated cost of the Five-Year Transit Plan is \$200,000. This is not in the FY2021 budget as staff are proposing this update would occur one year ahead of our typical schedule. Due to COVID-19 and based on needs identified above, staff feel the timing for initiating the update is critical and is proposing to complete off-budget through other capital project savings and additional federal funding if it can be obtained. At the same time, COVID-19 has impacted the Section 5305e grant funded project to complete a Fare Free Demonstration Study. Staff is working with ADOT to see if they will allow a shift in the purpose of these awarded planning funds to support the Five-Year Transit Plan. If ADOT does not allow the shift, we will apply for a new competitive round of Section 5305e funds announced earlier this month. These are FTA pass-through funds, so the cost will be covered at an 80/20 split.

SUBMITTED BY:

Bizzy Collins
Transit Planner

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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MOUNTAIN LINE MEMORANDUM

DATE: October 21, 2020
TO: Honorable Chair and Members of the Board
FROM: Samuel Short, Safety Manager
SUBJECT: Public Transportation Agency Safety Plan (PTASP) Update

This progress report is regarding the Public Transportation Agency Safety Plan (PTASP). As outlined in previous progress reports, Mountain Line will be required to adopt an agency safety plan that meets all requirements outlined by the Federal Transit Administration (FTA). In November the Board will be asked to approve Mountain Line's Safety Plan.

Per FTA, Mountain Line's Safety Plan should include 10 components/chapters. These components/chapters are:

1. **Transit Agency Information** – This component outlines who is the Accountable Executive and Chief Safety Officer. It outlines what types of service we provide, and which types of FTA funding Mountain Line receives.
2. **Plan Development, Approval and Updates** – This component outlines who has reviewed the agency safety plan and when it was adopted by the Board. This component also tracks the annual review, update and approval of the agency safety plan.
3. **Safety Performance Targets** – This component will specify Mountain Line's safety targets, established by the review of the previous 5 years of Mountain Line's safety data.
4. **Safety Management Policy Statement** – This component describes Mountain Line's commitment to safety, who is responsible for safety, and each person's authorities, accountabilities and responsibilities, as it relates to safety.
5. **Safety Risk Management** – This component describes how Mountain Line will identify, assess and mitigate hazards.
6. **Safety Assurance** – This component will describe how Mountain Line will evaluate compliance of safety procedures and assess their effectiveness. It also identifies how Mountain Line will investigate safety events to identify causal factors and analyze safety reporting information.





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7. **Competencies and Training** – This component describes the safety training program for all Mountain Line employees and contractors directly responsible for safety.
8. **Additional Information** – This component is for inclusion or reference of supporting documentation, which is used to implement and carry out the agency safety plan.
9. **Definitions of Terms Used in the Safety Plan** – This component lists the definitions of certain words used in the safety plan, such as “Accident”, “Incident”, “Event”.
10. **Commonly Used Acronyms** – This component lists commonly used acronyms and their full meaning.

Staff look forward to bringing Mountain Line’s Safety Plan to the Board in November for approval.

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November: TAC Meeting is Thurs, 11/5 Board Meeting is Wed, 11/18

ITEMS:	WHO & WHAT:
Safety Minute	
Active Transportation Master Plan Presentation – BOD Only	Estella/Martin
Climate Emergency Presentation	Kate/"DC" Ramon Alatorre
Adopt the Annual Report	Lauree - D/A
Adopt PTASP	Sam - D/A or C
First Quarter Revenue Report	Heather D - D/A
Elerts Update	Sam - D/A
APTA Health and Safety	Jacki - D/A
Mountain Line Local, State, and Federal Presence and Roles	Kate - D/A
Milton Corridor Update	Bizzy - PR
Regional Service Request Policy Review	Heather D/Kate - D/A
NACOG Service Request	Kate - D/A
Grant Award Notification	Kate - PR
Reopening Update	Kate - PR
Workforce Utilization Report	Danelle - PR
Delegation of Authority Update - Agreements, Grants, and Procurements	Heather D - PR
Current Events	Heather D - PR
December/January Agenda Calendar	

December: TAC Meeting is Thurs, 12/3 Board Meeting is Wed, 12/16

ITEMS:	WHO & WHAT:
Safety Minute	
FY2020 Financial Audit Report	Lauree - D/A
5 Year Transit Plan Procurement	Kate - D/A
DCC Update	Kate - D/A
Employee Satisfaction Survey Results	Heather D - PR or D/A
ZEB Plan	Bizzy - PR or D/A
AECOM Quarterly Update	Kate - PR

Delegation of Authority Update - Agreements, Grants, and Procurements	Heather D - PR
Current Events	Heather D - PR
January/February Agenda Calendar	