



Mountain Line

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

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

Wednesday, April 21, 2021

10:00am

Mountain Line Training Room

3773 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 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 1-4

1. CALL TO ORDER
2. ROLL CALL
3. SAFETY MINUTE
-Sam Short, Safety Manager
4. APPROVAL OF MINUTES 3/24/2021

-pages 5-12

CONSENT AGENDA:

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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 THE METROPLAN AND MOUNTAIN LINE COORDINATED PUBLIC TRANSIT-HUMAN SERVICES TRANSPORTATION PLAN -pages 13-15

-Estella Hollander, Mobility Planner

Staff recommends the Board of Directors adopt the MetroPlan and Mountain Line Coordinated Public Transit-Human Services Transportation Plan.

DISCUSSION / ACTION ITEMS:

6. CONSIDER VICE CHAIR ASCENSION AND ELECTION OF A VICE CHAIR FOR THE BOARD OF DIRECTORS -pages 16-18

-Rhonda Cashman, Executive Assistant and Clerk of the Board

Staff recommends the Board of Directors affirm the ascension of the Vice Chair to the Chair position and elect a Vice Chair for the remainder of FY2021, effective immediately and ending June 30, 2021.

7. CONSIDER THE MICROTRANSIT PILOT IN THE HUNTINGTON AND INDUSTRIAL CORRIDOR -pages 19-21

-Estella Hollander, Mobility Planner

Staff recommends the Board of Directors: 1) Review the proposed microtransit pilot in the Huntington and Industrial Corridor; and 2) Open public comment period April 21 – June 16.

8. CONSIDER DELEGATION OF AUTHORITY TO THE CEO AND GENERAL MANAGER TO EXECUTE FEDERAL GRANTS -pages 22-24

-Estella Hollander, Mobility Planner

Staff recommends the Board of Directors: 1) Authorize staff to submit federal funding requests for projects listed below; and 2) Delegate authority to CEO and General Manager to execute contract of award.

9. CONSIDER THE DOWNTOWN CONNECTION CENTER COUNCIL UPDATE

-Kate Morley, Deputy General Manager

-pages 25-26

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

10. KASPAR INTERSECTION PLAN AND TRANSIT SIGNAL PRIORITY (TSP)

-Anne Dunno, Capital Project Manager

-pages 27-30

27-Estella Hollander, Mobility Planner

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





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11. REVIEW ORGANIZATIONAL STRUCTURE AND COMPENSATION PLAN
-Heather Dalmolin, CEO and General Manager -pages 31-37
The Board may provide direction, but there is no recommendation from staff at this time.
12. REVIEW FY2022 WORKFORCE BUDGET AND STRATEGIES -pages 38-43
-Heather Dalmolin, CEO and General Manager
The Board may provide direction, but there is no recommendation from staff at this time.

PROGRESS REPORTS:

13. FIVE-YEAR TRANSIT PLAN -pages 44-48
-Bizzy Collins, Transit Planner
14. UPDATE ON GENERAL CONSULTING SERVICES CONTRACT
-Kate Morley, Deputy General Manager -pages 49-50
15. NEW PARATRANSIT VAN DELIVERY -page 51
-James Wagner, Operations Director
16. SUMMARY OF CURRENT EVENTS -pages 52-53
-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)(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).

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

ITEMS FROM COMMITTEE AND STAFF:

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

May/June Working Agenda -page 54

The Board and TAC joint meeting will be Wednesday, May 19, 2021 and it will be a Zoom meeting based in Flagstaff in the Mountain Line Training Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 9am. The public is invited to attend. May agenda items may include but not be limited





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to the Third Quarter Revenue Report, Budget Presentation, Review Strategic Plan, “Flagstaff in Motion, A Community Transit Plan,” Fare Update, Headquarters Master Plan, Campus Bus Storage Update, Workforce Utilization Report, and Delegation of Authority Updates. The May 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 and TAC.

The next Board meeting will be June 16, 2021 and will be a Zoom meeting based in Flagstaff in the Mountain Line Training Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. June agenda items will include but not be limited to Mobility On-Demand Microtransit Demo, FY2022 Budget Approval, Low Income Donation Distribution Plan, Election of Officers, Meeting Calendar Review, Equal Employment Opportunity Program Review, Fare Capping, Residential/Peer City EcoPASS Discussion, Mobile Ticketing, Service to Medical Center, Procurement Resolution, Grant Resolution, AECOM Task Order Approval, Line of Credit, General Liability Insurance Renewals, Personnel Policy Manual Updates, and Delegation of Authority Updates. The June 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.

17. ADJOURNMENT

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Board of Directors Minutes for Wednesday, March 24, 2021

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, March 24, 2021 at 10am in the Mountain Line Training Room, 3773 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:

Steve Peru, (Chair), Chief External Affairs Officer, CCC, designee, (Zoom), left at approximately 11am;
Dan Okoli, VP of Capital Planning and Campus Operations, NAU, designee, (Zoom);
Adam Shimoni, (Vice Chair), City Councilor, City of Flagstaff, (Zoom);
Miranda Sweet, City Councilor, City of Flagstaff, (Zoom);

Jeronimo Vasquez, Board of Supervisors, Coconino County, (Zoom), joined at approximately 10:04am

**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, (Zoom);

Kate Morley, Deputy General Manager, (Zoom), left at approximately 11:28am;

Jim Wagner, Operations Director, (Zoom), left at approximately 11:28am;

Lauree Battice, Management Services Director, (Zoom), left at approximately 11:28am;

Danelle Knight, Human Resource Manager, (Zoom), left at approximately 11:28am;

Sam Short, Safety Manager, (Zoom);

Anne Dunno, Capital Project Manager, (Zoom) left at approximately 11:28am;

Bizzy Collins, Transit Planner, (Zoom), left at approximately 11:28am;

Robert Martinez, Technical Specialist, left at approximately 11:33am and returned at approximately 11:52am;

Rhonda Cashman, Executive Assistant and Clerk of the Board;

Scott Holcomb, Mountain Line Attorney, (Zoom);

Jody Corbett, Mountain Line Attorney, (Zoom), joined at approximately 11:24am

GUESTS PRESENT:

Josh Maher, Associate VP for Community Relations, NAU, alternate, joined at approximately 10:17am and left at approximately 11:28am;





Todd Shaffer, Owner's Representative, Nation's Group, (Zoom), joined at approximately 10:07am and left at approximately 11:28am;

Cheryl Barlow, District Director for District 4 Supervisor Judy Begay, (Zoom), left at approximately 11:09am;

Naomi Yazzie-Sloan, Community Liaison for District 4 Supervisor Judy Begay, (Zoom), left at approximately 11:28am

1. CALL TO ORDER -Chair Peru called the meeting to order at approximately 10:02am.
2. ROLL CALL
3. SAFETY MINUTE
-Sam Short, Safety Manager

Mr. Short reported on spring cleaning safety and he offered some recommendations.

Chair Peru welcomed Supervisor Jeronimo Vasquez and Supervisor Judy Begay to the Mountain Line Board of Directors.

Vice Chair Shimoni welcomed the new County Board members. He thanked Chair Peru for his service and contributions to Mountain Line and the community over the years. Chair Peru stated it has been an honor to serve and he recalled the origin of transit in our area, known as Pine Country Transit. Ms. Dalmolin thanked Chair Peru on behalf of all staff for his service to Mountain Line and wished him success. She also welcomed the new County Board members.

4. APPROVAL OF THE MINUTES FOR 2/17/2021:

Vice Chair Shimoni moved to approve the February 17, 2021 minutes. Director Sweet seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Steve Peru	X	
Dan Okoli	X	
Adam Shimoni	X	
Miranda Sweet	X	
Jeronimo Vasquez	X	

DISCUSSION / ACTION ITEMS:

5. CONSIDER THE FY2020 FINANCIAL AUDIT REPORT
-Lauree Battice, Management Services Director
Staff recommends the Board of Directors approve the FY2020 Financial Audit Report as completed by Fester and Chapman P.C. and authorize staff to file report as required by March 31, 2021.

Ms. Battice explained the final audit report is still pending, but she is pleased to announce the





auditors reported no findings or deficiencies. She noted she will submit the report by the deadline and send the final report to all members. Vice Chair Shimoni moved to approve the FY2020 Financial Audit Report. Director Okoli seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Steve Peru	X	
Dan Okoli	X	
Adam Shimoni	X	
Miranda Sweet	X	
Jeronimo Vasquez	X	

6. REVIEW FEDERAL RESPONSIBILITIES AND APPROVE FEDERAL PRIORITIES

-Heather Dalmolin, CEO and General Manager

Staff recommends the Board of Directors consider Federal Funding Responsibilities and approve the Federal Priorities for 2021.

Ms. Dalmolin noted this item has not been brought to the Board in the past. She felt adoption of federal priorities would provide an opportunity for the Board to direct staff in outreach to our federal representatives. She stated the federal responsibilities are shared by the CEO and General Manager and the Deputy General Manager. She reported they have regular conversations with Bob Holmes at Nexus Consulting as he has worked on behalf of Mountain Line for approximately 10 years and the relationship has been beneficial. She communicated Mountain Line has memberships in regional and national transit associations to assist staff in moving forward on priorities. She reported one example is the recommendation for the American Rescue Act to base the award on federal formula award criteria. She noted staff are working to arrange virtual meetings with our congressional delegation. Ms. Dalmolin reviewed the federal priorities for Mountain Line in detail. Vice Chair Shimoni asked if Mountain Line could integrate bike and pedestrian improvements. Ms. Dalmolin replied the priorities as proposed are more about funding for transit versus program priorities. She noted Mountain Line is very supportive of multimodal projects as captured in our Strategic Plan and is anticipated to be part of the upcoming 5-year Transit Plan. Chair Peru asked about the funding amounts Mountain Line has received in COVID-19 relief and about the losses sustained. Ms. Dalmolin responded that the Coronavirus Aid, Relief, and Economic Security (CARES) Act brought approximately \$7.3 million to Mountain Line. She reported the second COVID-19 relief bill, the Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (CRRSA), did not bring any funds to transit in Arizona. She stated staff have estimated the American Rescue Act may bring \$3 million to Mountain Line in the near future. Ms. Dalmolin recognized the loss in fares and the additional costs related to COVID-19 changes related to operations and safety protocols but confirmed the CARES Act funds have been utilized for these impacts and to preserve the Transit Tax funds. At this time, Mountain Line has no deficit related to COVID-19. Director Okoli moved to approve the Federal Priorities for 2021 as presented. Director Sweet seconded. There was no further discussion. All approved, none opposed. Motion carried.





NAME	YES VOTE	NO VOTE
Steve Peru	X	
Dan Okoli	X	
Adam Shimoni	X	
Miranda Sweet	X	
Jeronimo Vasquez	X	

7. CONSIDER AN OFF-BUDGET APPLICATION TO THE LOW OR NO EMISSION GRANT PROGRAM

-Bizzy Collins, Transit Planner

Staff recommends the Board of Directors approve the application for and execution of a Low or No Emission grant for infrastructure to support two funded battery electric buses in the amount of \$7,352,285.

Ms. Collins reviewed a PowerPoint presentation with the Board that detailed the application as described in the staff report. She explained that while two electric buses have been funded, there is a need for other components, such as charging infrastructure, a maintenance package, and training. She reviewed the proposed request for this grant in detail, including two scaled options in case the grant is not fully funded. She noted there is potential for an APS partnership. The application deadline is April 12th. Vice Chair Shimoni expressed his hope for the full grant request to be awarded. He asked about a public outreach process. He stated this is a big step and it would be exciting to share the information. He also asked about an apprenticeship for the next generation to learn about the technology and maintenance. Chair Peru commented on the ability for employees to work their way up; this would likely be proprietary training due to the technology. He stated this is very exciting and there are lots of future possibilities in this field and education. Director Okoli moved to approve the grant application and execution. Vice Chair Shimoni seconded. There was no further discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Steve Peru	X	
Dan Okoli	X	
Adam Shimoni	X	
Miranda Sweet	X	
Jeronimo Vasquez	X	

8. CONSIDER A FORMAL PAUSE TO THE BUS RAPID TRANSIT (BRT) PROJECT

-Bizzy Collins, Transit Planner

Staff recommends the Board of Directors approve a formal pause on the BRT project development and transfer the remaining design and engineering funds to the Phoenix Avenue signal project at Milton Road.

Ms. Collins reported the recommendation is likely not a surprise as this topic has been discussed at length during updates provided over the last couple years. She noted the BRT is still a high priority, but that the timing for the project has become challenging. The Arizona Department of Transportation (ADOT) Milton Corridor Master Plan (CMP) has been slow to





Progress. It may be another year before staff know what ADOT will allow for improvements in the corridor. She explained partnerships have been challenging during the pandemic. She shared that the Five-Year Transit Plan will help staff figure out funding possibilities for implementation and operation, whether it be a tax or other methods, and determine a path forward. She reiterated the Federal Transit Administration (FTA) is supportive of transferring funds to the Downtown Connection Center (DCC) traffic signal at Milton Road and Phoenix Avenue, as part of the BRT project without prejudice. She noted she would work with AECOM to finalize the documents at which time funds would be shifted. There was a brief discussion, noting this is disappointing, but recognizing that it seems to make sense. It was expressed that the right-of-way impacts remain questionable and that there is a potential phasing option for implementation of the finding of the CMP. Director Sweet moved to approve the formal pause of the BRT and transfer of grant funds as recommended. Director Okoli seconded. There was no further discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Steve Peru	X	
Dan Okoli	X	
Adam Shimoni	X	
Miranda Sweet	X	
Jeronimo Vasquez	X	

9. CONSIDER THE DOWNTOWN CONNECTION CENTER PROGRAMMING

-Kate Morley, Deputy General Manager

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

Ms. Morley shared a PowerPoint presentation with the Board. The Downtown Connection Center (DCC) concept from January was reviewed. She noted since that time staff have had many discussions with City staff and there is concern over the Rio de Flag delay. Mountain Line staff understand the Rio de Flag project is the City's priority. Significant delays to the Rio de Flag project could place Mountain Line opportunities at risk. She shared the latest DCC design concept. Ms. Morley stated staff believe Mountain Line can be viewed as part of the solutions necessary to address parking concerns in downtown. In this updated design, the building has been moved to far west side of the property, along Milton Road, with nearly half the current parking placed along the north and eastern border of the property. There is an option for civic space beyond the bus ingress and egress area on the east side of the property near Beaver Street. She said the building could potentially be constructed within the next year. Ms. Morley summarized the priorities along with reviewing the impact to parking, including a loss of spaces as a result of the constraints of the property. She reiterated that this location makes sense for current route structure and questioned whether parking really needs to be at this location. Mountain Line staff are trying to meet in the middle on all the asks being made of our transit project. Ms. Morley stated that it is unfortunate that the Rio de Flag project prevents multistory building on much of the property. She reviewed the partnership opportunities, other uses, and next steps. She reported Nations Group has been hired as the Owner's Representative and they are in attendance today. The Conditional Use Permit (CUP) process could be done in the fall with the start of construction as early as next summer.





Chair Peru had to leave the meeting. Vice Chair Shimoni took over the Chair responsibilities for the remainder of the meeting.

There was a lengthy discussion about encouraging support for getting cars off the road to meet the City goal for carbon neutrality; the prime location for the DCC; alternative parking options could be offered elsewhere; and there was Board support to hold individual meetings with Council members prior to the Council meeting. Ms. Morley communicated staff would be presenting to City Council at their work session on March 30th and there will be a meeting with the Army Corps of Engineers in early April.

10. REVIEW POLICY STRUCTURE AND RESOLUTIONS

-Heather Dalmolin, CEO and General Manager

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

Ms. Dalmolin reviewed the various policies Mountain Line uses: The Rules of Procedure, used in connection with Board of Directors and Transit Advisory Committee meetings, were adopted by the Board last year and they dictate how meetings flow; personnel policies are for staff and some are federally mandated; financial management policies outline how we make financial decisions; and system policies are rider policies and outline how to handle addition or reduction of service. She reviewed the types of resolutions in place and some of the history. The Delegation of Signature Authority to assign many of the grant related duties to the CEO and General Manager has been in place since 2006. The Collective Grant Resolution, Procurement Resolution, and Delegation of Authority Resolution were all approved in 2019, allowing Mountain Line to be nimble when action is related to budgeted projects in the Financial Plan, without the potential delay of waiting for Board action since the Board only meets once a month. These resolutions also allow the Board to focus on policy issues and key decisions necessary to advance programs. She noted renewals will be addressed in June for the upcoming fiscal year. Ms. Dalmolin added that any items thought to be contentious are to be brought to the Board, ensuring support as action is taken. Otherwise, staff provides progress reports when action is taken under any of the resolutions and regular updates for longer projects. There was a question about the impact of Proposition 207, the legalization of recreational marijuana in Arizona, on our policies. Ms. Dalmolin replied that there was no change due to the federal requirements Mountain Line must follow. Mr. Holcomb explained Proposition 207 reserved the rights of employers. Going back to the resolutions, he stated staff took the idea of the resolutions as similarly used by other organizations and made it better; it's a major step forward in organizational efficiency. For example, the DCC may have 10 different contracts affiliated with the project and rather than the Board having to vote on each one, the resolution grants the CEO authority to act, which allows for the project to move forward and staff can report back to the Board on these items. There were no other questions.

PROGRESS REPORTS:

11. KASPAR INTERSECTION PROJECT UPDATE

-Anne Dunno, Capital Project Manager





- 12. BUS STOP REHABILITATION PROGRAM AND JOB ORDER CONTRACTING (JOC) JOB ORDER NO. 2 UPDATE
-Anne Dunno, Capital Project Manager
- 13. FY2021 2ND QUARTER PERFORMANCE REPORT
-James Wagner, Operations Director
- 14. DELEGATIONS OF AUTHORITY
-Kate Morley, Deputy General Manager
- 15. SUMMARY OF CURRENT EVENTS
-Heather Dalmolin, CEO and General Manager

Ms. Dalmolin shared the following highlights that have occurred since the agenda packet was sent:

- The Kaspar Intersection project may have a major delay. No responses were received for the construction procurement which closed this week. Staff will look at with City staff and see what we could be doing. Staff will have to work with FTA on a new timeline if the project is delayed. The grant is not in danger of expiring. More details to be provided next month.
- Ms. Hollander has been selected as one of the “Top 20 under 40” in our community by the Arizona Daily Sun. Congratulations to her! It is well-deserved recognition.
- Ms. Collins and Ms. Gregg are constantly shifting and adapting to change. Their attention to detail and review of the data as they evaluate routes is appreciated.

Vice Chair Shimoni expressed his appreciation for Mountain Line staff accomplishments.

Ms. Dalmolin explained the progress reports are for information sharing purposes, but if a Board member has questions, they may ask them or if they would like to request an item be brought back on a future agenda, they may do so. There were no questions regarding the progress reports.

At approximately 11:28am, Director Sweet made a motion to move into an executive session. Director Okoli seconded. There was no discussion. All approved, none opposed. Motion carried.

NAME	YES VOTE	NO VOTE
Dan Okoli	X	
Adam Shimoni	X	
Miranda Sweet	X	
Jeronimo Vasquez	X	

EXECUTIVE SESSION

Executive sessions are closed to the public.





The Board considered a motion to convene an executive session pursuant to A.R.S. § 38-431.03(A)(3) 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 the Papanastasopoulos v. NAIPTA litigations. ARS § 38-431.03(A)(3) and (4).

Following the conclusion of the Executive Session, the Board reconvened the public meeting at approximately 11:52am.

ITEMS FROM COMMITTEE AND STAFF:

Vice Chair Shimoni asked about the \$40,000 bus pass donation as an upcoming agenda item. Ms. Dalmolin replied it would be addressed as part of the budget and pass discussions at the May Joint meeting for the Board and TAC.

SCHEDULE NEXT MEETING DATE AND IDENTIFY AGENDA ITEMS

April/May Working Agenda

The next Board meeting will be April 21, 2021 and it will be a Zoom meeting based in Flagstaff in the Mountain Line Training Room, 3773 N. Kaspar Dr., Flagstaff, AZ 86004 at 10am. The public is invited to attend. April agenda items will include but not be limited to The Coordinated Plan, Board Vice Chair Ascension to Chair and Election of Vice Chair, Mobility On-Demand/Microtransit Demo, 5307/5339 Grant Application and Execution, Congressionally Directed Spending, Kaspar Intersection Plan/Transit Signal Priority (TSP), Board Education Opportunity, FY2022 Workforce Strategies and FY2022 Budget, AECOM Quarterly Update, New Paratransit Van Delivery, Five-Year Transit Plan, and Delegation of Authority Updates. The April 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.

22. ADJOURNMENT -Vice Chair Shimoni adjourned the meeting at approximately 11:53am.

Adam Shimoni, Vice Chair/Acting Chair of the Mountain Line Board of Directors

ATTEST:

Rhonda Cashman, Executive Assistant and Clerk of the Board





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DATE PREPARED: April 6, 2021

DATE: April 21, 2021

TO: Honorable Chair and Members of the Board

FROM: Estella Hollander, Mobility Planner

SUBJECT: Consider the MetroPlan and Mountain Line Coordinated Public Transit-Human Services Transportation Plan

RECOMMENDATION:

Staff recommends the Board of Directors adopt the MetroPlan and Mountain Line Coordinated Public Transit-Human Services Transportation Plan.

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:

Starting in 2007, all Metropolitan Planning Organizations (MPO's) and Councils of Governments (COG's) in Arizona were required to adopt and annually update a Coordinated Public Transit - Human Services Transportation Plan to satisfy the federal requirements for Section 5310 grant funds. These plans must inventory existing transportation services for elderly individuals, individuals with disabilities, and low-income individuals, identify unmet transportation needs, and provide strategies for improving coordination to meet those needs. To meet this requirement, Mountain Line and MetroPlan partnered to develop the MetroPlan & Mountain Line Coordinated Public Transit - Human Services Transportation Plan (Coordinated Plan).

The Coordinated Plan serves two purposes: 1) Provides a framework to improve coordination among transportation service providers and human service agencies to enhance transportation services for disadvantaged populations; 2) The Coordinated Plan meets federal requirements for a "locally developed, coordinated human services transportation plan". The Coordinated Plan was developed in collaboration with the Coordinated Mobility Council (CMC). Mountain Line and MetroPlan co-host quarterly CMC meetings. The CMC meetings are publicly noticed and have regular participation by older adults, people with disabilities, members of human service agencies, the City of Flagstaff, and Coconino County. At each meeting, specific items of the Coordinated Plan are discussed, and feedback is incorporated into the Coordinated Plan. During the most recent meeting on February 19, 2021, the CMC recommended both Mountain Line's Board of Directors and MetroPlan's Executive Board adopt the

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Coordinated Plan. MetroPlan's Executive Board adopted the Coordinated Plan on March 3, 2021.

The Coordinated Plan has a minor update annually and a major update every four years. This year is a minor update which includes an update to the vehicle inventory list, project inventory, and MetroPlan regional demographics. The following table shows the priorities for the region. The projects that are bolded are projects added by the CMC in this update.

MetroPlan Regional Priorities, updated and approved by the CMC.

First priority
Continue to fund and enhance existing 5310 programs
Mobility management position/function, enhancing coordination efforts and partnerships with NACOG and existing transportation programs, such as Tribal transit, human service agencies, and volunteer driver programs.
Ensure Mountain Lift operations provides the most efficient, cost-effective, and responsive service possible to ADA riders
Replace vehicles and develop accessible capabilities to ensure a State of Good Repair and accessibility throughout the region
Promote NAIPTA wide programs (Mountain Lift, Taxi Program, Vanpool, Travel Training, MoveMeFLG.com)
Develop travel training tools for agency personnel, promote travel trainings to numerous audiences
Report on Coordinated Mobility Council activity and outcomes to all stakeholders
Share NAIPTA and statewide trainings
Second priority
Capital improvements, including fiber optics and other communications infrastructure, to seamlessly connect the built environment with transit.
Review sidewalk and curb ramp standards to verify that they are accommodating of people with mobility limitations
Increase span and frequency of Mountain Line fixed-route
Increase awareness of mobility issues due to poor infrastructure design and expand use of Universal Design principles in the built environment
Audit resource websites for accessibility and implement updates
Third priority
Prioritize funding for programs open to the public compared to client-based services
Continue collaboration with CHIP and Access to Care group
Develop/coordinate with a volunteer driving program
Targeted expansion of travel options to identified and unserved neighborhoods

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ALTERNATIVES:

- 1) Adopt the MetroPlan & Mountain Line Coordinated Public Transit - Human Services Transportation Plan (**recommended**): Staff recommends that the Board of Directors adopt the MetroPlan & Mountain Line Coordinated Public Transit - Human Services Transportation Plan. If adopted, it will further strengthen the partnership between MetroPlan and Mountain Line, enhance Mountain Line's ownership as many policies and strategies influence Mountain Line's programs, identify projects for our Section 5310 application funding, and further solidify Mountain Line's commitment to coordinated mobility within the region.
- 2) Do not adopt the MetroPlan & Mountain Line Coordinated Public Transit - Human Services Transportation Plan (**not recommended**): If not adopted, the Board could direct staff to modify the Coordinated Plan for future consideration.

FISCAL IMPACT:

The completion of the Coordinated Plan is done internally and supported by Mobility Management funding through the ADOT Section 5310 Program at an 80/20 split. Although the Coordinated Plan has no immediate costs associated, the implementation of the identified projects may have financial impacts to Mountain Line's current and future budgets. The details of the impacts will be explored more specifically on a case by case basis prior to implementation of a project and would be identified in future Mountain Line budgets.

TAC DISCUSSION:

The Transit Advisory Committee did not pull this item. There were no comments.

SUBMITTED BY:

Estella Hollander
Mobility Planner

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Draft 2021 Coordinated Public Transit Human Services Transportation Plan -available upon request

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DATE PREPARED: April 9, 2021

MEETING DATE: April 21, 2021

TO: Honorable Chair and Members of the Board

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

SUBJECT: Consider Vice Chair Ascension and Election of a Vice Chair for the Board of Directors

RECOMMENDATION:

Staff recommends the Board of Directors affirm the ascension of the Vice Chair to the Chair position and elect a Vice Chair for the remainder of FY2021, effective immediately and ending June 30, 2021.

BACKGROUND:

In accordance with the Amended and Restated Master IGA Section 3, *“NAIPTA shall be governed by a Board of Directors consisting of at least five (5) and not more than nine (9) members. Upon the approval and execution of this Restated Master IGA by all Parties, the Board shall be comprised of five (5) directors, consisting of one (1) member of the Coconino County Board of Supervisors or designee; two (2) members of the Flagstaff City Council or designees; one (1) member of the Northern Arizona University administration appointed by the Northern Arizona University President, and the President of Coconino County Community College District or designee.”*

Electing Officers:

According to NAIPTA’s Rules of Procedure Section 5.3, “Election and Re-election of Officers.

- (a) *Terms.* The term of the Chair and Vice Chair positions shall be for a period of one (1) year, commencing on July 1 and ending on the following June 30, unless otherwise directed by the Board as provided in Section 5.3(e). In the event of an unexpected mid-term vacancy, the replacement Officer, determined in accordance with this Section 5.3, shall serve the remainder of the term.
- (b) *Order of Ascension.* Subject to Section 5.3(e), elected Officers shall serve for two (2) consecutive terms: first as the Vice Chair, and then as the Chair. The Vice Chair shall be elected before July 1 of each fiscal year and take office effective July 1.
- (c) *Vacancies.* At the completion of a full term, or in the event of a vacancy in the position of Chair, the Vice Chair shall ascend to the position of Chair. In the event of a vacancy in the position of Vice Chair, the Board shall entertain nominations from the Board Members to fill any such vacancies for the term or the remainder of the term, as may be appropriate. It is recommended, but not required, that Board Members having served 12 or more months be considered for nomination. If two or more Board Members are nominated for the office, the vote shall be by secret ballot. In the case of a single nominee, the vote may be by voice. In the event both the Chair and Vice Chair positions become vacant simultaneously, both positions shall be filled by the Board pursuant to the nomination and election provisions of this section; provided, however, that the Board Member elected to the Chair position shall only serve out the remainder of the term, and not be entitled to serve as both Chair and Vice Chair without being separately elected to the Vice Chair position in a different election cycle.





- (d) *Limitations.* No one person may serve in successive positions of Chair to Vice Chair. No Agency may hold the position of Chair and Vice Chair simultaneously.
- (e) *Continuity Extension.* The Board, acting in its sole discretion, may extend the term of the Chair for a subsequent year, provided, however, that no Chair shall serve more than two (2) full sequential terms. In the event of such an extension, the Board has the discretion to retain the Vice Chair during such extended term or appoint a new Vice Chair pursuant to the provisions of Section 5.3(c).”

With the departure of Chair Peru, effective April 5th, Vice Chair Shimoni is the acting Chair. If the Board supports Vice Chair Shimoni ascending to the Chair position, per 5.3(c), then Director Sweet is not eligible to serve as Vice Chair, per 5.3(d). As previously noted in February, Director Okoli is the only member serving on the Board for 12 months or more; however, he withdrew his Vice Chair nomination due to unknown work impacts with a new President starting at NAU very soon. Directors Okoli, Vasquez, and Williams are considered eligible for the Vice Chair position.

FISCAL IMPACT:

Exercising the ascension rule or the election of officers for the Board has no fiscal impact.

TAC DISCUSSION:

The TAC had no questions on this item.

SUBMITTED BY:

APPROVED BY:

Rhonda Cashman
Executive Assistant and Clerk of the Board

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- 1. Terms for the Board of Directors -page 18



Date Current Term Began	Term	Date Term Expires	Position	Agency	Name
7/1/2016	5 years	6/30/2021		Coconino County	Jeronimo Vasquez
				Coconino County	*Judy Begay
7/1/2019	5 years	6/30/2024		City of Flagstaff	Miranda Sweet
				City of Flagstaff	*Paul Deasy
7/1/2018	5 years	6/30/2023	Vice Chair	City of Flagstaff	Adam Shimoni
				City of Flagstaff	*Paul Deasy
7/1/2020	5 years	6/30/2025		NAU	**Daniel Okoli
				NAU	*Josh Maher
7/1/2017	5 years	6/30/2022		CCC	**Tony Williams
				CCC	*Kurt Stull

**Designee

* Alternate



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DATE PREPARED: April 6, 2021

MEETING DATE: April 21, 2021

TO: Honorable Chair and Members of the Board

FROM: Estella Hollander, Mobility Planner

SUBJECT: Consider the Microtransit Pilot in the Huntington and Industrial Corridor

RECOMMENDATION:

Staff recommends the Board of Directors: 1) Review the proposed microtransit pilot in the Huntington and Industrial Corridor; and 2) Open public comment period April 21 – June 16.

RELATED STRATEGIC WORKPLAN OBJECTIVE

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

BACKGROUND:

Mountain Line received Community Transportation Association of America (CTAA)'s Transit Planning 4 All, Inclusive Mobility On-Demand Grant in October 2020. The purpose of this funding opportunity is to weave together inclusive transportation planning, development, and implementation with grassroots-driven mobility on demand (MOD) solutions.

The proposed project for this MOD grant is a microtransit pilot in the Huntington and Industrial corridor. Microtransit is a flexible transportation option which does not use fixed routes or stops, and riders can be hailed on-demand through an app or call-in option. This area has been an identified transit gap for several years in Mountain Line's planning processes and was included in 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 with railroad tracks to the north and Interstate 40 to the south, causing physical barriers to accessing existing transit nearby. The Huntington and Industrial area is a major destination for many of Mountain Line's most vulnerable passengers who must travel one mile—sometimes without sidewalks and bikes lanes—to access nearby bus stops.

Mountain Line staff and the Microtransit Steering Committee, which consists of community stakeholders, agencies located in the pilot area, older adults, and people with disabilities, are in the planning phase of the project, from October 2020 – July 2021. After the planning period, implementation of a pilot will start in August 2021 and run for nine months, or until grant funding is spent. The microtransit pilot will use Mountain Line's existing fleet of paratransit vehicles and Mountain Line's operators. Mountain Line currently has eight paratransit vehicles, with five typically used in maximum service prior to COVID-19 and even less over last year.





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This pilot will have a geofenced zone to determine where riders can be picked up and dropped off. This area is indicated in yellow on the below map. In addition, there will be several pick-off and drop-off hubs surrounding the geofenced zone. These hubs are indicated in blue. There may be minor changes to the area prior to pilot's launch. Hours and days of service for the pilot are still to be determined.



Map of proposed service area. Minor changes may occur prior to launch.

Public Outreach and Title VI

Mountain Line staff, in partnership with the Microtransit Steering Committee, have conducted extensive outreach during the planning phase in order to understand and serve the unique needs of the potential riders in this area. Outreach methods include two surveys, receiving over 120 responses, presentations at community organizations, and conducting three social-distanced outreach events at Flagstaff Shelter Services, Hozhoni, and the Food Kitchen in Sunnyside.

The Microtransit Pilot does not meet the threshold for Title VI Policy requirements since it is a temporary service, and therefore does not require public participation prior to board approval; however, staff is seeking additional input from the community through the opening of a public comment period. Title VI requires that Mountain Line consider equity impacts for disadvantaged populations related to a variety of programs and policies. Staff will return in June with comments received and seek formal approval of the pilot program from the Board. Additional public outreach would be conducted in July and August to let riders and general public know about the Microtransit Pilot that is forthcoming.

ALTERNATIVES:

- 1) Review the proposed microtransit pilot in the Huntington and Industrial Corridor; and 2) Open public

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comment period April 21 – June 16 (**recommended**). Opening a public comment period will allow the Board of Directors to consider a final action regarding implementation of the proposed Microtransit Pilot.

- 2) Review the proposed microtransit pilot in the Huntington and Industrial Corridor; and do not open public comment period April 21 – June 16 (**not recommended**). Staff believe we need public input on the microtransit pilot to make a final recommendation to the Board of Directors in June.

FISCAL IMPACT:

Mountain Line received \$300,000 in federal funds for the planning and implementation of a microtransit pilot. There are no local funds required for this grant opportunity. The grant funds will pay for the capital and operational expenses of planning and implementing a microtransit pilot. All marketing materials for the Title VI process are paid for by the grant funds as well.

TAC DISCUSSION:

The TAC was supportive of this pilot. There was a comment to include the hotels on Lucky lane near the Walmart on Huntington Avenue in the planning process. Staff will reach out to the hotels to seek interest in participating.

SUBMITTED BY:

Estella Hollander
Mobility Planner

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.





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DATE PREPARED: April 6, 2021

MEETING DATE: April 21, 2021

TO: Honorable Chair and Members of the Board

FROM: Estella Hollander, Mobility Planner

SUBJECT: Consider Delegation of authority to the CEO and General Manager to execute federal grants

RECOMMENDATION:

Staff recommends the Board of Directors: 1) Authorize staff to submit federal funding requests for projects listed below; and 2) Delegate authority to CEO and General Manager to execute contract of award.

RELATED STRATEGIC WORKPLAN OBJECTIVE

- ❖ Goal: Service Excellence
- ❖ Objective: Invest in capital to improve efficiencies and infrastructure to enhance customer-first service delivery.

BACKGROUND:

Mountain Line's IGA directs staff to seek federal funding to reduce costs borne by the City of Flagstaff's transit tax. Typically, federal funding opportunities are available for capital projects. Staff have identified four priority capital projects with the potential to leverage such federal funds.

1. Electric Charging Infrastructure: \$1,650,000

Funding will support infrastructure for the first two battery electric buses already awarded to Mountain Line by the Federal Transit Administration (FTA.) The request includes one-time costs for slow chargers at the Mountain Line Headquarters, battery charge management software, and diagnostic/maintenance tools to support state of good repair for the new electric buses. This equipment will support Mountain Line in implementing the first two electric buses ahead of the new Downtown Connection Center construction, as well as the ability to conduct maintenance on the already awarded buses. Mountain Line is partnering with APS to contribute local matching funds required for the project. There is adequate transit tax capacity for the necessary local match if the project is awarded.

2. CDL Test Course: \$4,375,581

This request is for the construction of a commercial driver's license (CDL) test course to serve Mountain Line and NAU transit operations in addition to other agencies needing CDL courses in Northern Arizona. The CDL course fills a needed gap in infrastructure in Northern Arizona, which does not have a certified testing course outside of ADOT's commercial facility. In Fall 2019, Mountain Line received ADOT Section 5307/5339 grant funds to design this facility as a part of the Campus Bus Storage Project. As this site is expected to be on Northern Arizona University campus, staff are planning to use land value as the necessary local match if the project is awarded.

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3. Maintenance Package: \$6,000,000

Funding will support a maintenance equipment and facility package to design and renovate the maintenance facility at Mountain Line headquarters to accommodate 60' articulated buses as well as all electric buses. The current facility is undersized for existing fleet, does not have adequate bay capacity and lacks needed storage. There is adequate transit tax capacity for the necessary local match if the project is awarded.

4. Operations Support Vehicles: \$300,000

This request is for operations support vehicles including snow removal equipment and other service vehicles. Mountain Line intends to purchase electric vehicles and equipment as available. APS recently installed EV chargers at Mountain Line headquarters for such equipment at no cost to Mountain Line. There is adequate transit tax capacity for the necessary local match if the project is awarded.

Funding Opportunities

There are two upcoming federal grant opportunities in addition to the Low No application approved by the Board last month. One is the Arizona Department of Transportation (ADOT) 5307/5339, which is a competitive capital application utilizing reappropriated Section 5307 transit funds from communities that do not have eligible public transit programs and the state's annual allocation of Section 5339 - Bus and Bus Facilities capital funds. These are competitive applications written to ADOT and awarded by the state. They are typically funded at an 80/20 split. The other grant opportunity is the Federal Transit Administration (FTA) 5339 – Bus and Bus Facilities capital funds. The applications are made directly to FTA and are nationwide, making them more competitive. They also are awarded at 80/20 splits.

In addition, the Biden administration has brought back congressionally directed spending, otherwise known as earmarks, outside of the competitive grant process. Mountain Line has submitted three projects to Congressman O'Halleran and anticipates upcoming opportunities with Senators Kelly and Sinema. This process may not require local match.

Mountain Line works with Nexxus consulting to strategize which projects are best suited/ most competitive under each of these funding opportunities and to seek broad support from statewide congressional representatives.

TAC DISCUSSION:

TAC did not have any comments on this agenda item.

ALTERNATIVES:

- 1) Authorize staff to submit federal funding requests and delegate authority to CEO and General Manager to execute contract awards (**recommended**): The federal grants support the maintenance and growth of the Mountain Line system by leveraging federal dollars and support ongoing partnerships with NAU and APS. Delegation of authority as requested is supported by the annual Delegation of Authority. These projects are being singled out as some of the projects were not included in the





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FY2021 budget, which is a requirement of the delegation of authority. The opportunity to apply for the grant funds will occur before the FY2022 budget is approved by the Board.

- 2) Do not authorize staff to submit federal funding requests and delegate authority to CEO and General Manger to execute awards (**not recommended**): This alternative is not recommended as the grant 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 and APS. If authorization is not delegated, the process to execute awards may be impacted by the timing of the monthly Board meetings.

FISCAL IMPACT:

Mountain Line will need to pay the required local match on all awarded projects. Some match will come from partnerships with majority from the Transit Tax. If successful in getting an award for each project with 20% match, the total cost is \$2,465,116 in local funds.

- Electrification: Staff are seeking a partnership with APS to reduce the local match on the Electric Charging Infrastructure, but no partnership has been finalized. If partnership does not come into fruition, Mountain Line will pay the local match up to \$330,000.
- CDL Test Course: Mountain Line is partnering with NAU on the CDL Test Course to split any required local match, a requirement of up to \$875,116 from each partner.
- Maintenance Package and Support Vehicles: Mountain Line anticipates using transit tax for a match of up to \$1,260,000 for these projects, \$1,200,000 for the Maintenance Package and \$60,000 for Operations Support Vehicles. The Electric Charging Infrastructure, the CDL Test Course, and the Operations Support Vehicles are identified in the drafted FY2022 budget. The Maintenance Package is included in the 10-year financial plan for FY2023. All projects are included in the Transportation Improvement Program (TIP) table.

SUBMITTED BY:

Estella Hollander
Mobility Planner

APPROVED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.

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DATE PREPARED: April 9, 2021

MEETING DATE: April 21, 2021

TO: Honorable Chair and Members of the Board

FROM: Kate Morley, Deputy General Manager

SUBJECT: Consider the Downtown Connection Center Council Update

RECOMMENDATION:

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

RELATED STRATEGIC PLAN OBJECTIVE

- ❖ Goal: Service Excellence
- ❖ Objective: Invest in capital to improve efficiencies and infrastructure to enhance customer-first service delivery.

BACKGROUND:

Mountain Line presented the latest concept of the Downtown Connection Center (DCC) to the City Council on March 30. While there was no formal action, the majority of Council members spoke in support of moving the project forward despite tradeoffs on a constrained site. The concept allows Mountain Line to design the DCC in a manner that meets the vision of creating an inviting and welcoming space for customers, with a focus on safety and sustainable design. The new DCC will provide basic necessities including restrooms, customer service, operations and dispatch spaces, and administration offices. It will be a multimodal connection center and provide for long-term service expansion, regional transportation services, and be a hub of bike and pedestrian activity.

As a result of the City Council meeting and subsequent discussions with City Staff about ongoing concerns raised regarding the tradeoffs, the City Manager and the Mountain Line CEO and General Manager agreed to the following items in the continued design of the DCC:

- Mountain Line will develop a concept plan for the entire site and will include both civic space and a proposed parking structure. The intent is to create a positive community conversation around the masterplan of the whole area.
- Mountain Line agrees that a lease specific to the space for transit and civic space is the best way forward. We will turn civic space over to Parks for management after it is built.
- Mountain Line will plan and construct both transit and civic space.
- Mountain Line has ability to and is willing to pay the City for displaced parking related to transit improvements at surface parking value through the existing grants.

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- City will design and build parking structure on site and in a manner that compliments the DCC facilities and the civic space features on site.
- City will assume ownership and operation of the constructed civic space and parking structure and will be responsible for future maintenance and ongoing upkeep.
- Mountain Line will exercise ownership and operation of the DCC facilities.
- Mountain Line's stakeholder and CUP process and timeline will be used for the Master Plan development for the site. City staff will support the process and assist in determining next steps to bring project updates back to Council.

FISCAL IMPACT:

The Downtown Connection Center is paid for by several grants from the Federal Transit Administration (FTA) with a total project value of \$34.9 million including land value.

TAC DISCUSSION:

This agenda item was not created until after the TAC meeting.

SUBMITTED BY:

APPROVED BY:

Kate Morley
Deputy General Manager

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

None.





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DATE PREPARED: April 8, 2021
MEETING DATE: April 21, 2021
TO: Honorable Chair and Members of the Board
FROM: Anne Dunno, Capital Project Manager and Estella Hollander, Mobility Planner
SUBJECT: Kaspar Intersection Plan and Transit Signal Priority (TSP)

RECOMMENDATION:

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

RELATED STRATEGIC WORKPLAN OBJECTIVE

- ❖ Goal: Service Excellence
- ❖ Objective: Invest in capital to improve efficiencies and infrastructure to enhance customer-first service delivery.

BACKGROUND:

Kaspar Intersection Plan:

In 2015, Mountain Line completed the Kaspar Drive/Historic Route 66 Intersection Analysis for a new roadway connection from Kaspar Dr. to Highway 89 at the existing Highway 89/Historic Route 66 intersection. Mountain Line's goal was to improve safety and increase operational efficiency with a direct connection to Highway 89. The new roadway connection will provide operational efficiencies by reducing deadhead miles and travel time to the Downtown Connection Center (DCC.)

In the 2015 study, Mountain Line worked with the City and MetroPlan, as primary stakeholders; the project is viewed as supporting both the City and MetroPlan goals for improved access and connectivity identified as a key transportation goal (T.1) in the Flagstaff Regional Plan 2030 (FRP30). The successful multi-agency partnership resulted in a 15% plan of the preferred alternative. The project is designed to accommodate the potential extension of Linda Vista Drive identified as a future roadway. The Kaspar Drive/Historic Route 66 intersection is identified in NAIPTA's Capital Improvement Plan (CIP) and MetroPlan's FY 2019-2023 Transportation Improvement Program (TIP).

The final plan reflects the requirements to accommodate future traffic levels, bike and pedestrian connectivity, landscaping, and traffic signal technology. The new 4th leg connection at Highway 89 will tie to Kaspar Drive creating a new stop controlled intersection on Kaspar Drive. The intersection width required for the number of lanes and turn lane lengths were determined based on the 2030 traffic horizon. The project will lower the roadway profile of Kaspar Drive to accommodate the horizontal and vertical intersection geometry required by City engineering standards. Sidewalk connections, including coordination with FUTS development, are also to be accommodated in the planned improvement. The





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existing Kaspar Dr bus stop, in front of Mountain Line offices, will be relocated to the new stop-controlled intersection for improved ADA mobility access.

In fall 2018, Mountain Line received an award of grant funding for Kaspar Drive/Historic Route 66 intersection in the amount of \$2.77M and proceeded with procurement for a design professional. Subsequently, Mountain Line awarded a design contract including construction phase services to Woodson Engineering in February 2020; final design plans are complete.

Based on the engineer's cost estimate, construction costs are tracking to exceed the grant budget. Mountain Line is pursuing a partnership with the City for additional construction funding and will ultimately need to include any overages in the future budget requests. Staff are currently drafting an Intergovernmental Agreement (IGA) with the City for funding partnership for Council consideration in April.

Construction procurement is underway with anticipated bid closure in late spring 2021. Mountain Line will utilize SWI Engineering, as a third party owner representative during construction. Construction is anticipated to be complete by spring, 2022.

Transit Signal Priority (TSP):

The Highway 89/Historic Route 66 intersection will have Transit Signal Priority (TSP) installed and this will be the first intersection in Flagstaff to have this type of technology. TSP helps meet the Mountain Line 2020-2025 Strategic Plan Goal of Service Excellence, Objective 2: "Invest in capital to improve efficiencies and infrastructure to enhance customer-first service." One of the keys to improve travel time reliability and the ridership experience is to reduce delay at signalized intersections. TSP consists of a group of tools and strategies that provide preference to transit at signalized intersections, which reduces delays. TSP can help improve the quality of service of transit by decreasing travel times, reducing travel time variability, and improve schedule adherence.

Mountain Line is working with AECOM to evaluate and develop a plan for implementing TSP at the Highway 89/Historic Route 66 intersection. Staff are ensuring that whichever TSP system is purchased for that intersection is compatible for future network implementation of TSP; however, no additional intersections for TSP installation have been identified.

Mountain Line staff have identified several goals for a TSP system, and they include:

- Ease of future expansion and scalability
- Automated TSP operation
- Improve travel time reliability for Mountain Line buses
- Develop a TSP solution that is mutually beneficial to Mountain Line and stakeholders (City of Flagstaff & ADOT)

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Based on the goals identified, AECOM recommended the TSP system is conditional, meaning it requires one or several parameters to be validated before TSP is activated. This may include schedule adherence, time of service, and passenger load. AECOM also recommended a distributed TSP system architecture, compared to a centralized system because it is more resilient and stable compared to a centralized system.

Mountain Line staff have been coordinating with City of Flagstaff traffic and public works staff on defining roles and responsibilities between Mountain Line, City, and a TSP vendor on operations and maintenance of a TSP system. Next steps include developing a request for proposal (RFP) to purchase TSP software and hardware. An Intergovernmental Agreement (IGA) will also be developed between Mountain Line and the City to outline the roles and responsibilities between all parties. This IGA will be the foundation for future TSP implementation if network expansion occurs.

FISCAL IMPACT:

Total grant value is \$2,777,814 including federal and local funds and is included in the FY2021 approved Mountain Line budget.

TAC DISCUSSION:

TAC was supportive of this project. There was a question regarding TSP impacts to the pedestrian signal cycle. TSP is different compared to signal preemption, which occurs when a train is approaching. With TSP, the pedestrian signal continues to function, unlike preemption, where the pedestrian signal is interrupted. There was a question regarding timing of the Linda Vista Extension. Mountain Line has no plans to extend the public road for the Linda Vista Extension. The extension is identified on the City of Flagstaff's long term transportation plan but is not funded; the future extension would be a City project.

SUBMITTED BY:

Anne Dunno, Capital Project Manager
Estella Hollander, Mobility Planner

APPROVED BY:

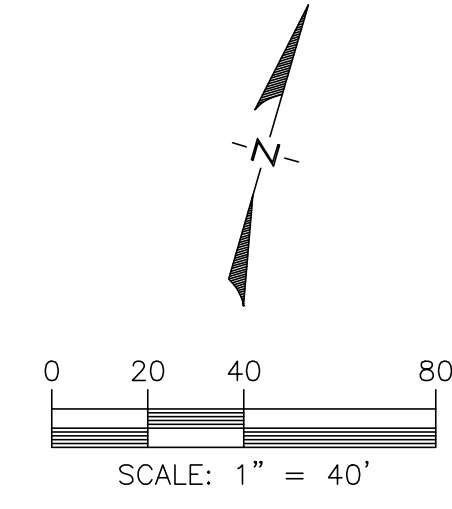
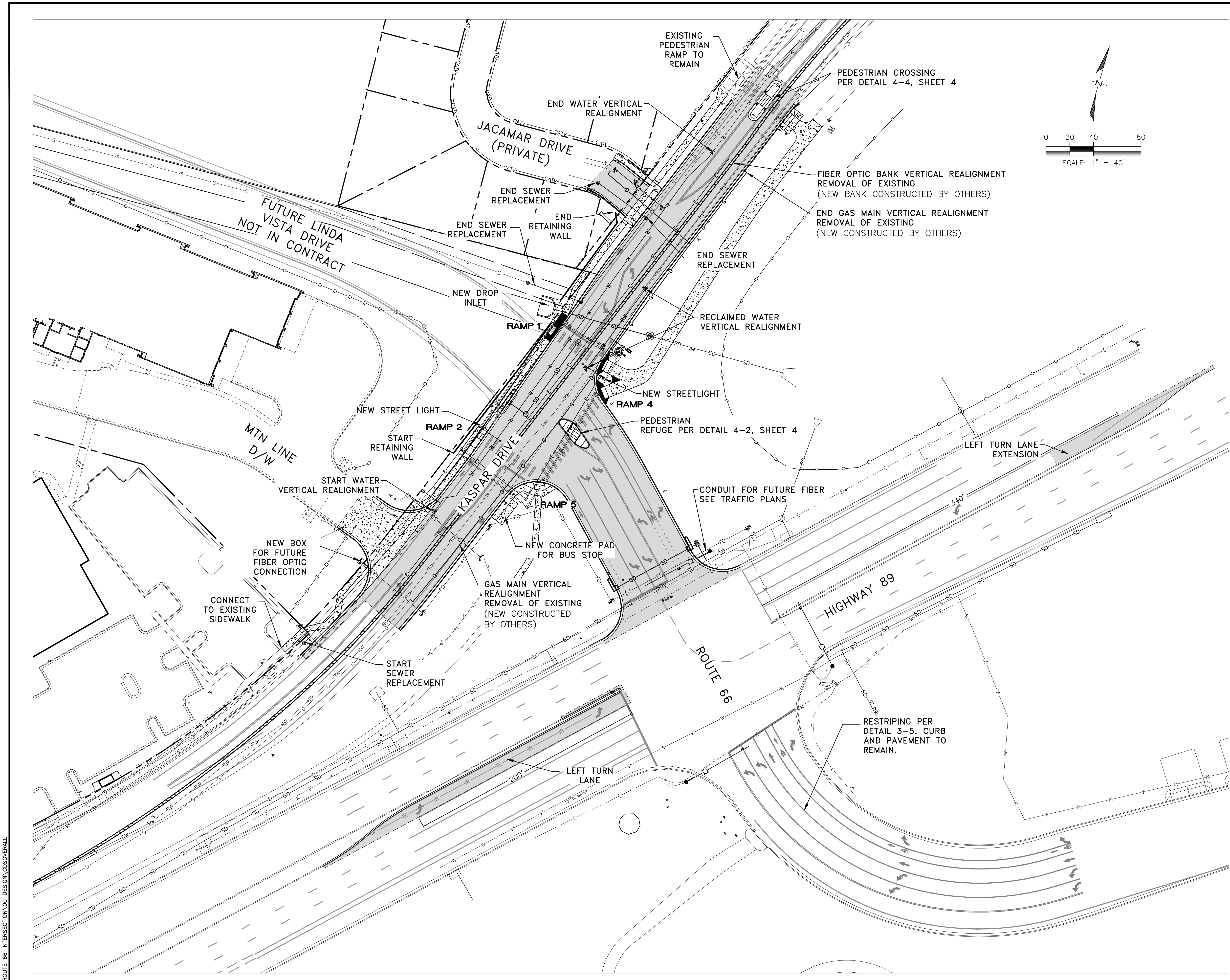
Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

1. Kaspar Intersection Final Plan

-page 30





GENERAL NOTES

FIELD TOPOGRAPHY AND BOUNDARY INFORMATION USED TO PREPARE THIS DRAWING WERE MADE BY SHEPARD WESTNITZER INC. IN OCTOBER 2019.

ALL ELEVATIONS SHOWN ON THE PLANS ARE FINISHED SURFACE ELEVATIONS (EXCEPT AS NOTED).

THE INFORMATION ON THESE CONSTRUCTION PLANS CONCERNING THE TYPE, SIZE, AND LOCATION OF UTILITIES HAS BEEN SHOWN BASED ON THE BEST INFORMATION AVAILABLE. THE CONTRACTOR SHALL BE RESPONSIBLE FOR DETERMINATION OF EXACT LOCATION OF ALL EXISTING UTILITIES PRIOR TO CONSTRUCTION. IT IS THE CONTRACTORS RESPONSIBILITY TO PROTECT ALL EXISTING UTILITIES, IN PLACE, UNLESS OTHERWISE NOTED OR SPECIFIED.

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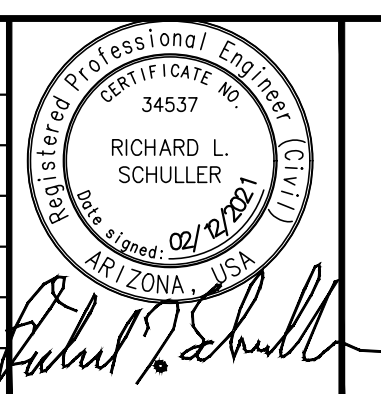
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2/12/2021

CONSTRUCTION PLANS
MOUNTAIN LINE
KASPAR AND LINDA VISTA IMPROVEMENTS

REVISIONS:

NO.	DATE	DESCRIPTION



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KASPAR & LINDA VISTA
IMPROVEMENTS

OVERALL
PLAN

HOR SCALE: 1"=20'
VERT SCALE: 1"=2'
DATE: 12/23/20
PROJECT NO.: 119035
AGENCY NO.: PZ# 20-00196
SHEET NO.: 6 OF 52

DESIGNED BY: AAS
DRAFTED BY: AAS
CHECKED BY: RLS



FN: OVERALL



DATE PREPARED: April 2, 2021

DATE: April 21, 2021

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Review Organizational Structure and Compensation Plan

RECOMMENDATION:

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

RELATED GUIDING PRINCIPLES

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

BACKGROUND:

The goal of this report is to provide additional education to Board members on how Mountain Line conducts business and explores why in some cases. Staff will make a total of three presentations between February and April. Topics identified are as follows: Financial Management practices, Paratransit requirements, various Policies, Delegations of Authority/Resolutions, Organizational Structure, and Compensation/Pay Plan. April will focus on Organizational Structure and Compensation Plan.

Organizational Structure

Over the years, Mountain Line has adjusted the organizational structure to ensure we were staffed based on daily business needs as well as growth opportunities. When we left Coconino County in 2006, we had three departments – Facilities, Administration and Operations. A planning department was added during FY2007 to add focus on future opportunities. The overall departments and position structure has provided the support and oversight needed to perform efficiently and effectively with little challenges over years. The prior General Manager, Erika Mazza, had started an effort to evaluate the Operations Department structure, including a peer review by several transit agencies. The concern was that staff within the department did not feel supported and did not have regular access to their supervisor.

The Operations Department is our largest department with approximately 50 public facing bus operator positions, previously supported by one Operations Manager. By contrast, the paratransit division had five operators and one Operations Manager. In January 2020, the Operations Manager on the bus side retired and provided an opportunity for restructure. Since that time, we have merged our bus and paratransit divisions into one division. We were able to absorb the vacant Operations Manager position by better utilizing our Operations Supervisor positions to act as day-to-day supervisors for our operators. We have divided the operators into 7 groups of approximately 8 people, assigning each group to an Operations Supervisor. This gives each small group direct access of a supervisor that has received additional training on support, coaching, and mentoring. Additionally, we have one operator job, and we can use the combined pool of staff to meet the demand of both systems.





Additionally, since assuming the CEO role, I have made some other reporting structure changes to add or modify some job responsibilities and increase support in functions without additional staffing.

- The Planning Director was redefined permanently to Deputy General Manager. This structure was introduced to provide support when Ms. Mazza left and before my permanent appointment. The structure also existed prior to Ms. Mazza's appointment to CEO. We returned to it as it is effective for building relationships and advocating for federal funding that is key to our programs.
- The Business Manager was redefined to Management Services Director, replacing both the Administrative Director and Business Manager positions. We also redefined several internal support positions to add an HR Manager and a Purchasing and Contracts Officer. This was done to reflect the shift of duties with these added support positions.
- The Safety Manager was moved out of the Operations Department and reports to the CEO. This change demonstrates our ongoing commitment to safety as a priority and supports the change within the Administrative Department by pulling liability insurance management out and appropriately place it with the Safety Manager.
- The Facilities Manager position became vacant in September 2020 and we used that vacancy to assess what is needed moving forward. It was determined that we should, like other transit agencies, combine our fleet and facilities division into one Maintenance Division and we modified the position to a Maintenance Manager, moving the facilities program under the Operations Department along with our fleet program.
- The Customer Service function is being aligned with Marketing and Communications under the Marketing and Communications Manager. The goal is to create a more synchronized effort to respond to customers via the lobby, the phone, and the web while improving our community outreach.

These changes have used existing resources to address support and resource concerns across the agency and ultimately resulted in the savings of two full time management positions, through vacancies. This savings allows us to address front line staffing concerns without additional cost to the programs.

Compensation Plan

Mountain Line has a Compensation and Classification Policy to address how positions are defined or classified for pay structure and how pay increases are made available. Our Compensation Philosophy includes providing both existing and future employees a compensation package that is fair and market sensitive, while sustaining fiscal responsibility. The plan was last updated in June of 2020 as a result of a Compensation Study completed in the fall of 2019. The Compensation Study was updated by the Board of Directors in March of 2020 with all frontline staff, non-exempt positions, receiving an adjustment to pay based on range adjustments. Managers and other exempt positions received a similar adjustment during FY2021 based on additional revenue triggers as a result of concerns regarding the impact of COVID on transit tax revenues. The new pay ranges address concerns with wage compression issues as related to rising minimum wage in Flagstaff and competitive pay within the community and across the industry.

The outcome of the Compensation Study were:

- introduce a complete pay grade system that gives us defined pay ranges between existing positions;
- change to 10-year step table that is 10% higher than the current step table, with equal 4.5% moves between steps;
- move open ranges to market; and





- introduce a trainee or underfill wage for CDL required positions for 1st year of employment.

As part of implementation, staff in step positions were moved to closest step on July 1, 2020 and staff in open range positions were moved into their new range at 93% of their current compa-ratio. For example:

- An operator on step 4 may move to step 3 in the new 10-year table but would still receive an increase to his or her actual salary.
- An accounting technician at the midpoint (50% of range) may move to 47% of the new range. No employees on the open range plan would receive a decrease in salary as a result of this recommendation.

Employee movement within the developed pay plan has been frozen due to concerns about a potential COVID recession impacting revenues and we will be evaluating whether we can unfreeze the pay plan for FY2022.

FISCAL IMPACT:

Staff are not recommending any action and there is no expected fiscal impact to this education effort.

ALTERNATIVES:

No action is recommended; however, the Board may provide direction on additional information needed or on policies/practices presented.

TAC DISCUSSION:

The TAC expressed appreciation for the review but had no comments. There was no discussion.

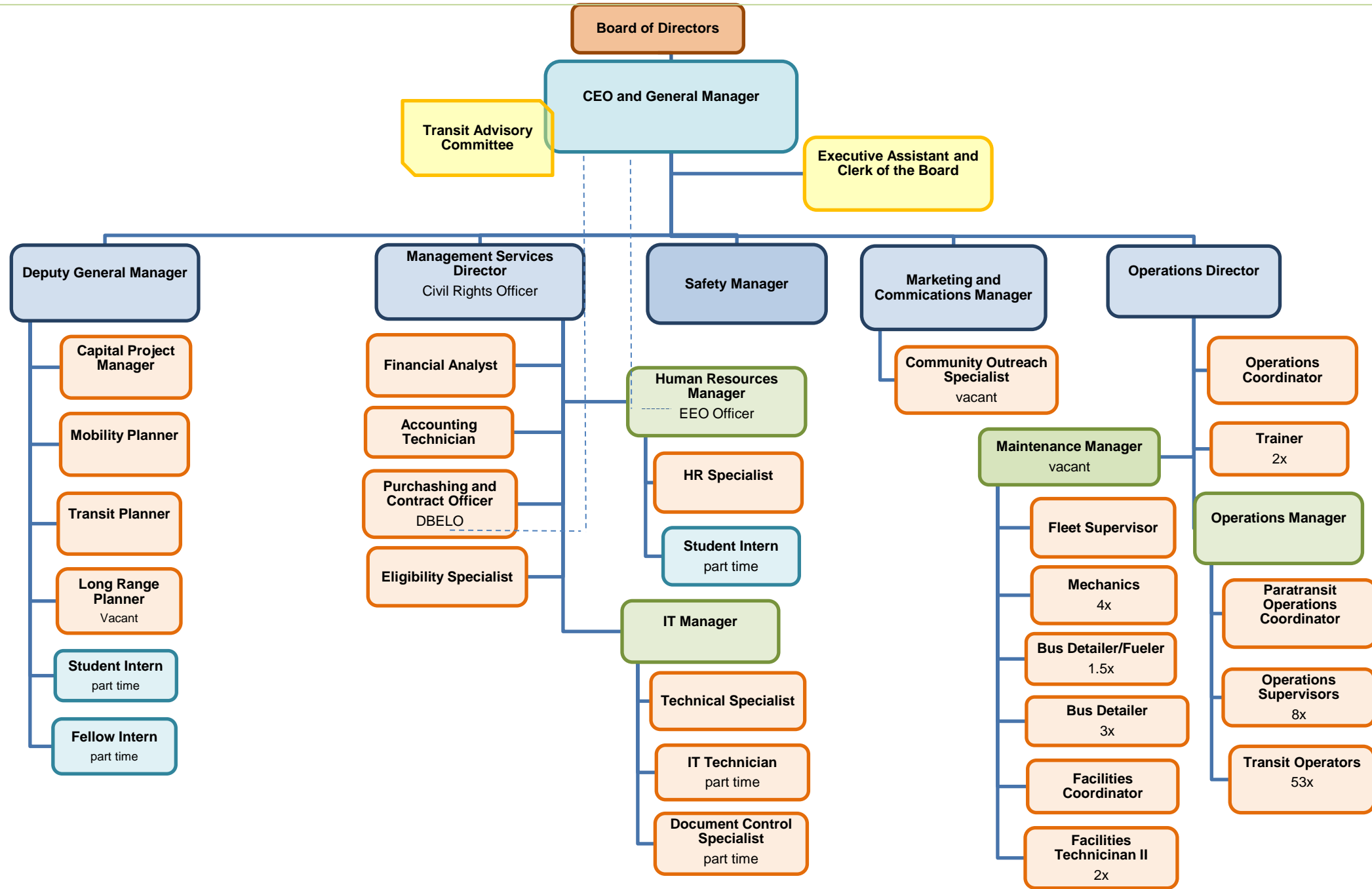
SUBMITTED BY:

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | |
|---|---------------------------|
| 1. FY2021 Organizational Chart | -page 34 |
| 2. Staff Report Compensation Study Results, 03.19.2020 | -pages 35-37 |
| 3. Compensation Philosophy, excerpt of the Compensation and Classification Plan | -available at the meeting |
| 4. Compensation and Classification Plan | -available upon request |







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DATE PREPARED: February 28, 2020

MEETING DATE: March 25, 2020

TO: Honorable Chair and Members of the Board

FROM: Danelle Knight, Employee Relations Generalist

SUBJECT: Consider the FY2020 Compensation Study Report

RECOMMENDATION:

Staff recommends the Board of Directors approve the FY2020 Compensation Study report as completed by Evergreen Solutions, LLC and direct staff to implement the recommendations in FY2021.

BACKGROUND:

Per Mountain Line's Compensation and Classification Policy, Mountain Line has committed to completing a compensation study every 3 years. The last study was conducted in FY2018, with corrected pay ranges and pay changes implemented July 1, 2018. Although the recommendations of the study were implemented, the pay plan was immediately frozen. The plan offered two methods for pay: 8-year step tables for some operation's positions and open ranges for all other staff. In FY2020, we implemented a hybrid solution as the pay plan as implemented in 2018 was not a financially sustainable solution. The FY2020 plan included: 1% cost of living adjustment for all staff on July 1, 2019 and 1% adjustment on an employee's anniversary. These adjustments were base building changes, increasing annual earnings by 2%. The plan also provided the opportunity for either a 2% or \$2,000 one-time bonus for exceeding expectations as measured in the annual performance review. To be eligible for the \$2,000 bonus an employee had to be one of four positions on step tables and be in the first three years of employment.

Mountain Line continues to receive feedback from employees that pay for operators is too low. Additionally, management is aware of growing compression issues as minimum wage in Flagstaff continues to rise.

To address the concerns, we released a procurement for professional services to identify a contractor to complete a compensation study that would evaluate local and transit peer wage structures, rising minimum wage thru 2021, and cost of living in Flagstaff. Through the competitive process, Evergreen Consulting LLC was selected and awarded not only this project but a 5-year contract for ongoing pay plan support, including definition of pay ranges, development of position description and grades, and organizational structure. The project kickoff meeting was held in September 2019 and it was at this meeting that local and transit peer agencies were identified. We focused on public employers in Flagstaff and transit systems of similar size in similar communities (population, contains a university, and cost of living.) Meetings were held with all staff to hear concerns and input in October 2019. Evergreen Consulting compiled a report of employee feedback and developed a summary of peer data for staff review.



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Mountain Line staff spent November and December sorting through peer responses to ensure job matches, select appropriate cost of living adjustment (County vs City), and reviewing cost of the various options. Options considered were 8, 10, and 12-year step tables for operations and for open ranges percentage of Compa-ratio and 20- or 30-year tenure parity solutions. We also evaluated moving mid-point to match market conditions as well as moving to increase the operations step table by 5 or 10 percent. Considerations included impact to current staff members, cost of implementation, and sustainable in future years. In January, Evergreen presented 3 financially viable options to staff for final comment: move to minimum of new defined grades and ranges with a step plan that is the same as FY2020, move to 10 year step tables that are 5% higher than the current rates and move open range to market and 93% Compa-ratio, and move to 10 year step tables that are 10% higher than the current rates and move open range to market and 93% Compa-ratio.

The final recommendation as shared with staff by the out-going CEO and General Manager in February, and as included in the FY2021 budget, is to modify pay ranges as follows:

- introduce a complete pay grade system that gives us defined pay ranges between existing positions;
- change to 10-year step table that is 10% higher than the current step table, with equal 4.5% moves between steps;
- move open ranges to market; and
- introduce a trainee or underfill wage for CDL required positions for 1st year of employment

As part of implementation staff in step positions will be moved to closest step on July 1, 2020 and staff in open range positions will move into their new range at 93% of their current compa-ratio. For example:

- An operator on step 4 may move to step 3 in the new 10-year table but would still receive an increase to his or her actual salary.
- An accounting technician at the midpoint may move to 47% of the new range. No employees on the open range plan would receive a decrease in salary as a result of this recommendation.

The cost of the market increase identified in the Compensation Study and the proposed pay plan is as follows:

- \$191,267 in FY2021 to correct for market changes: this does account for the \$15/hour minimum wage in Jan 2021 and cost of living for Flagstaff.
- \$213,329 in FY2022 will allow the pay plan to be in affect moving staff through the respective step table or ranges.
- \$221,855 in FY2023 will build on the FY2022 pay plan.

The FY2021 budget includes this recommendation as does the 5-year financial plan. Please note that prior version of the financial plan did have a projection of the FY2020 pay plan and this new plan is an overall increase of \$36,241 over the proposed three years.

TAC DISCUSSION:

The Transit Advisory Committee was presented information by Ms. Knight. There was some discussion to confirm whether having two pay schedules was new and to confirm what education plan was being considered. Ms. Knight confirmed the pay schedules were not new but being updated for the findings of the study and modified to broaden grade system and create consistency in range. The update would also modify the existing pay table from eight steps to ten and create consistency in change between steps. Ms.



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Knight was also asked to demonstrate that there was not disparity between the two pay schedules, for example that one set of staff were not receiving increases disproportionate to the other set. The Committee overall supported the updated pay plan.

ALTERNATIVES:

- 1) Approve the FY2020 Compensation Study report (**recommended**): Approving the findings of the Compensation Study brings pay ranges to current market conditions and keeps wages in line with both increasing minimum wage and the cost of living in Flagstaff. A competitive pay plan is key to retaining talent and keeping appropriate staffing level necessary for the current operation schedules.
- 2) Do not approve the FY2020 Compensation report (**not recommended**): If implementation is not approved, we risk losing staff as our wages are compressed by rising minimum wage and are not competitive with other employers to attract and retain employees.

FISCAL IMPACT:

Implementation of the Compensation Study and the related pay plan is part of the FY2021 draft budget and the 5-year financial plan. The total impact is an additional \$36,241 over the next three years.

SUBMITTED BY:

APPROVED BY:

Danelle Knight
Employee Relations Generalist

Heather Dalmolin
CEO and General Manager

ATTACHMENTS:

- | | |
|--------------------------------------|---------------------------|
| 1) Compensation Report | -available at the meeting |
| 2) Pay Grades and Ranges | -available at the meeting |
| 3) Pay Tables | -available at the meeting |
| 4) Fulltime Equivalent Position list | -available at the meeting |



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DATE PREPARED: April 2, 2021

DATE: April 21, 2021

TO: Honorable Chair and Members of the Board

FROM: Heather Dalmolin, CEO and General Manager

SUBJECT: Review FY2022 Workforce Budget and Strategies

RECOMMENDATION:

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

RELATED GUIDING PRINCIPLES

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

BACKGROUND:

The goal of this report is to provide detailed information on the proposed FY2022 Workforce Budget as related to salaries, benefits, and our strategies to develop and retain staff.

Our FY2022 Workforce Budget includes:

- Employee wages
- Benefits: taxes, retirement, health insurance, dental insurance, vision insurance, life insurance, unemployment, workers compensation insurance
- Leave: 13-30 days of vacation leave after 6 months of employment, 12 days of sick leave including up to 8 hours for wellness, 8 hours of volunteer time after 6 months of employment, up to 16 hours of anniversary leave after 1 year of employment
- Conversion of unused sick to vacation: Once annual conversion of up to 48 hours after five years of employment
- Payout of leave: once annual vacation sellback option of up to 40 hours, payout of all vacation remaining on the books at time of termination, payout of 25% of sick leave on the books at the time of termination after 20 years of employment
- Anniversary recognition: a gift is made available at each 5-year anniversary worth roughly \$100 per 5-year increment of service.

Additional programs available:

- Education and Training opportunities both through Mountain Line and through external education institutions. Support includes financial assistance as well as schedule flexibility to attend courses.
- Employee Assistance Program that provides 12 1-hour counseling appointments on personal matters including financial well-being.





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- Referral Program encourages employee to refer friends and community members for open operator positions with Mountain Line. Employees may receive as much as \$800 in bonuses for a referral that results in a hire.
- New employees have an opportunity to earn a stay on bonus of up to \$1500 for staying on with Mountain Line after completing the training program.
- Reward time can be granted by any supervisor to authorize an employee to take up to one additional day off as recognition for work above and beyond expectations.
- Recognition cards and movie tickets are available to express thanks and appreciation for staff that step up to help or perform work above and beyond. These cards range in value from \$5 to \$25 and are available to managers and supervisors.
- Assistance with CDL permit and physical costs during employment.
- Tool allowance is provided to maintenance staff members as well as assistance for steel toed boots and safety glasses.
- Uniforms are rented or purchased for many of our positions to ensure quality laundry and good repair conditions.
- Wellness room and equipment are provided to promote employee health and wellness, at main office and in our Downtown Connection Center breakroom.
- Employee computer stations are available at main office and in our Downtown Connection Center breakroom.

The draft budget for FY2022 includes the pay plan as adopted in March of 2020 and allows for the increase to premiums to be shared by Mountain Line and the employee as in prior year.

FISCAL IMPACT:

Staff are not recommending any action and there is no expected fiscal impact to this education effort.

ALTERNATIVES:

No action is recommended; however, the Board may provide direction on additional information needed or on budget items as presented.

TAC DISCUSSION:

The TAC expressed appreciation for the review but had no comments. There was no discussion.

SUBMITTED BY:

Heather Dalmolin
CEO and General Manager





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ATTACHMENTS:

- | | |
|----------------------------------|---------------------------|
| 1. FY2022 Draft Workforce Budget | -available at the meeting |
| 2. Description of Benefits | -page 41 |
| 3. 2.2 Benefit Eligibility | -pages 42-43 |

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DESCRIPTION OF BENEFIT PROGRAMS

ASRS: All employees that are full time or that are scheduled to work more than 20 hours a week are enrolled in ASRS and ASRS Long Term Disability plans. NAIPTA and employees contribute matching amounts into the employees account.

Health: Employees are offered 3 plan options with 3 tiers per plan through the Northern Arizona Public Employee Benefit Trust (NAPEBT). All regular employees in full time positions and variable hour employees that work an average of 30 hours or more (ACA rules), must enroll in health insurance unless they can provide proof of other coverage. The 3 plans are: Base plan with \$1,000 deductible, Buy Up plan with \$750 deductible, and High Deductible Health Plan (HDHP) with \$2,000 Deductible. The HDHP plan is accompanied by a Health Savings Account (HSA).

- Employees can also choose which tier they would like: employee coverage, employee plus one family member (spouse or child), or employee plus family.
- NAIPTA pays 95% of employee only coverage for Base plan and 100% of HDHP with a deposit of the difference of the NAIPTA contribution to the Base plan premium to the employee's HSA. HDHP premium is less than the Base plan premium.
- An employee electing the Buy Up plan will pay the difference in cost between Base and Buy Up plans.
- All regular employees and variable hour employees that meet the ACA rules are able to earn an incentive towards their health premium from the NAPEBT Wellness Program.
- NAIPTA shares in additional cost for family plans. NAIPTA pays between 50% (base) and 65% (HDHP) of family cost depending on plan elected by employee.

Dental: Employees are offered 1 plan option with 3 tiers through the Northern Arizona Public Employee Benefit Trust (NAPEBT). Employees can waive dental coverage.

- Employees can also choose which tier they would like: employee coverage, employee plus one family member (spouse or child), or employee plus family.
- NAIPTA pays 100% of employee only coverage and employees are responsible for additional cost of family plans, if elected.

Vision: Employees are offered 2 plan options with 3 tiers per plan through the Northern Arizona Public Employee Benefit Trust (NAPEBT). Employees can waive vision coverage.

- The 2 plans are: Base Plan (exams only) and Buy Up (comprehensive) coverage.
- Employees can also choose which tier they would like: employee coverage, employee plus one family member (spouse or child), or employee plus family.
- NAIPTA pays 100% of employee only coverage for the Base plan and employees are responsible for 100% of additional cost of family coverage or Buy Up plans.

Life: Employees receive a \$40,000 Term life insurance policy and \$40,000 AD&D policy that is 100% paid for by NAIPTA. Employees can buy additional coverage for self, spouse, and children at 100% cost to the employee. Life Insurance plans are portable if employees wish to continue the plan after leaving their role at NAIPTA.

Additional benefits available: There are additional elected benefits NAIPTA employees can select. The employee is responsible for 100% of the cost: Flexible Spending Account (FSA), Deferred Compensation, Short Term Disability Insurance, Accidental Insurance, and Cancer Insurance.

2.2 BENEFIT ELIGIBILITY

It is the policy of Mountain Line to adopt eligibility standards for employees based on status of position and scheduled hours of work. The following benefits are currently offered to employees of Mountain Line. Some of the following benefits are more fully described in a Summary Plan Description and/or formal plan document. This section of this Manual is not a Summary Plan Description for any benefit. Where Summary Plan Descriptions are required by federal law, they are available to you. In those cases, the summary in this section is designed only to introduce you generally to the benefit, not to contradict or vary the terms of the Summary Plan Description and/or formal plan document. You should refer to any applicable Summary Plan Description and/or formal plan document for the complete details on such benefits. Mountain Line reserves the right to modify or discontinue any benefits at any time and for any reason, including without limitation, budgetary concerns that necessitate, in Mountain Line's sole discretion, a change to the policy.

Regular full-time employees and variable, temporary, limited, and provisional appointments, who regularly work 30 hours or more per week are eligible and, in some cases, required to participate in Mountain Line's benefit package, subject to the terms, conditions, and limitations of each benefit program. The benefit package includes:

- Holiday pay and accrued paid leave (sick including wellness, vacation, anniversary, volunteer, military, jury duty) as per related policies
- Employee enrollment in Arizona State Retirement System with employer matching contribution at a level set annually by ASRS Employee enrollment in health, dental and vision plans with Mountain Line paying 100% of cost for employee coverage in basic plans, other plans are available with portion of costs shared by Mountain Line and employee
- Employee enrollment in Life Insurance and Accidental Death and Dismemberment plan with employer paying 100% of cost for employee coverage in \$40,000 policy
- Employee Assistance Program (EAP) provides access to professional providers offering legal services, financial assistance, and professional counseling to employees and their immediate family members.
- Annual Employee Transit Pass for employee and employee dependents. One additional annual pass for any other family member or friend.

There is also optional coverage available for dependents:

- Dependent enrollment in health plan with some cost sharing by Mountain Line
- Dependent enrollment in dental and vision plans at 100% cost to employee
- Additional voluntary Life Insurance for employee or dependents at 100% cost to employee

Regular part-time employees and variable, temporary, limited and provisional appointments, who work 20 to 29 hours per week are eligible and, in some cases, required to participate in Mountain Line's benefit package on a pro-rated basis, subject to the terms, conditions, and limitations of each benefit program. The benefit package includes:

- Holiday pay and accrued paid leave (sick including wellness, vacation, anniversary, volunteer, military, jury duty) as per related policies
- Employee enrollment in Arizona State Retirement System with employer matching contribution at a level set annually by ASRS Employee enrollment in health, dental and vision plans with Mountain Line paying 100% of cost for employee coverage in basic plans, other plans are available with portion of costs shared by Mountain Line and employee.

- Employee Assistance Program (EAP) provides access to professional providers offering legal services, financial assistance, and professional counseling to employees and their immediate family members (See Policy 2.1 Status of Position).
- Annual Employee Transit Pass for employee and employee dependents. One additional annual pass for any other family member or friend.

Part-time employees and variable, temporary, limited, and provisional appointments, who work less than 20 hours per week are not eligible to participate in Mountain Line's benefit package.

- Annual Employee Transit Pass for employee and employee dependents. One additional annual pass for any other family member or friend.

Paid Intern-Montoya Fellowship: Student worker completing specific, short-term projects in the planning division by splitting work hours with a Mountain Line Community Partner receiving financial or material gain.

- Transit Bus pass for the duration of the internship

Paid Intern-No academic credit: Workers completing specific, short-term projects while assigned to specific departments within the organization but is not required to be enrolled in academic program for credit. The intern contributes time and energy for financial or material gain.

- Transit Bus pass for the duration of the internship

Unpaid Intern-Academic credit: Worker completing specific, short-term projects for academic credit with the local community college or university.

- Transit Bus pass for the duration of the internship

Unpaid Intern (Volunteer)-No Academic credit: Worker completing specific, short-term projects by donating his or her time and energy without receiving financial or material gain.

- Transit Bus pass for the duration of the internship

This policy was updated and distributed on September 1, 2020.



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MOUNTAIN LINE MEMORANDUM

DATE: April 21, 2021

TO: Honorable Chair and Members of the Board

FROM: Bizzy Collins, Transit Planner

SUBJECT: Five-Year Transit Plan

In December, Mountain Line was awarded a 5305e grant to conduct the Five-Year Transit Plan (Plan). The Plan was competitively bid in December, proposals were received by three vendors in January, and after careful review and consideration the selection committee agreed that the AECOM proposal had specific experience with tax initiatives, included a better public engagement plan, and overall provided the best strategic fit to Mountain Line for the purposes of updating a Five-Year Transit Plan. For these reasons, the project was awarded to AECOM in February.

The Five-Year Transit planning process is intended to conclude in a compelling narrative for what Mountain Line plans to do and be in the future, why it has chosen its intended path to financial and operational sustainability, and how it will generate the requisite financial resources. At the end of this process Mountain Line will clearly know what the public wants, voter support for scenarios, and how to deliver transit and mobility options that are safe, attractive, comfortable, and workable. The Plan is expected to be complete in December 2021.

Since award, Mountain Line and AECOM have made progress on project management tasks. Below is the draft outline of the Plan process that will be conducted over the next nine months. This is followed by questions to consider for the May Joint Board and TAC meeting, where more in-depth activities and engagement will help to define the vision and determine future needs for the Five-Year Transit Plan.

Stage 1: Defining the Vision

Includes project kickoff, researching background, history, plans and policies that have made public transit service in Flagstaff what it is today, including lessons learned from Proposition 421 in 2018. It also includes the establishment of a Citizen Committee of organization representatives and community leaders to guide the planning effort.

Deliverables: Current Transit Environment memo, public involvement plan, website, project phone line with pre-recorded information, focus groups and survey, Board of Directors Workshop #1





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Stage 2: Determine Future Needs

This stage includes developing an equity analysis tool, identification of appropriate modes of service, development of key performance indicators, and identifying diverse funding opportunities.

Deliverables: Graphically displayed scenarios, Transit Needs Assessment memo, Public Event #1, focus groups and survey, Board of Directors presentation

Stage 3: Analyze Options / Prioritize Implementation

Stage 3 will summarize performance of scenarios from public input, evaluation criteria including Title VI and ADA benefits or impacts, key performance indicators, cost, and financing mechanisms. It will hold Public Event #2 that will present network scenarios to public for feedback and provide opportunity for public to adjust, confirm, and rank transit service alternatives and network scenarios to help prioritize service scenarios and implementation.

Deliverables: Service Alternative Maps and Graphics, Recommended Scenario Report, Public Event #2, Board of Directors and Citizen Committee Workshop #2

Stage 4: Establish Financial Plan

This stage includes a workshop with Board of Directors, Transit Advisory Committee, and Citizen Committee focusing on potential appropriate funding sources and refining cost estimates using AECOM's financial sketch planning model.

Deliverables: Workshop and Technical Memorandum, Public Event #3, Board of Directors and Citizen Committee Workshop #3

Stage 5: Deliver Final Transit Plan and Future Vision

The last stage will finalize outcomes for presentations, reviews, and approvals by the Mountain Line Board of Directors.

Deliverables: Final Report, Board of Directors presentation to request approval

Five-Year Transit Plan topics to consider over the next month and discuss at Joint Board and TAC meeting in May:

- What conversations do we need to have with the community? What do they need to know about Mountain Line that they don't know?
- Attached is the previous Five-Year Transit Plan prioritized list for implementation that the Mountain Line Board of Directors approved in November 2019.
 - Do you still agree with the ranking of services?
 - Are any additions or deletions needed?
 - To fund the list, the transit tax needs to approximately double the current amount (from .00295 to .0059). Is this the appropriate maximum amount for Mountain Line? Or is it higher or lower? What factors do you think determine the appropriate amount to ask voters?
- Who needs to be at the table or involved in the Five-Year Transit Plan?
- What are key questions you want answered through the process?
- What information would you need to know to make a future tax recommendation?
- What should **not** be included, revisited, or studied as part of this Plan?
- Are there aspects about how the Board and TAC are involved in the Plan that we should achieve?

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- Are there specific places or whole areas currently not served that you think need some level of service? If so, where?
- Would you agree that for areas outside of City limits to receive some level of service (may not be fixed route), funding outside of a City sales tax is needed?

Through extensive Board, staff, and public outreach, the Plan will outline how to best support and fund the diverse transportation needs of the communities we serve. Staff looks forward to working with you to define Mountain Line's future.

Attachments:

1. 2018 Precinct Data Map with Routes -page 47
2. Service Prioritization November 2019 -page 48

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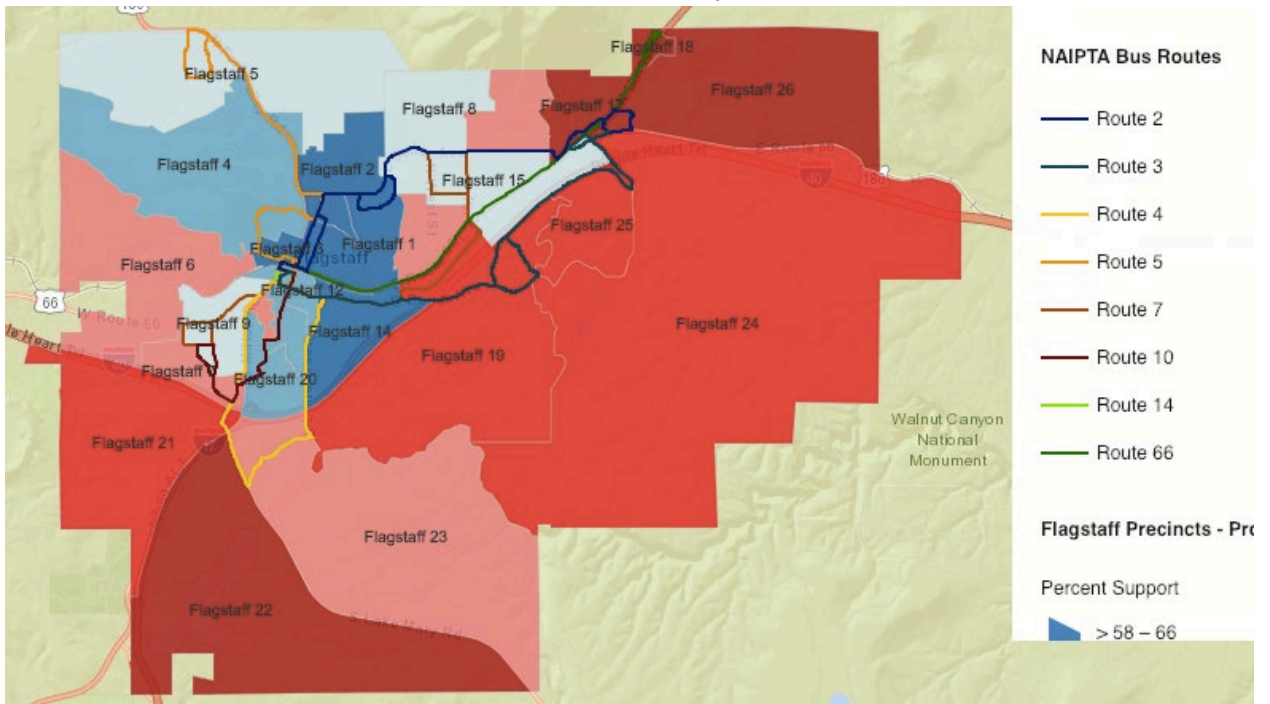




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2018 Precinct Data for Proposition 421



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Five-Year Transit Plan and Service Prioritization List. from November 2019

Rank	Improvement	Cost	Rationale
1	Route 8 Extension	\$192,048	Fulfills 2008 tax promise
2	Route 5 Frequency with On-Demand	\$169,670	Lowest frequency route in the system with high likelihood that increase in service will increase ridership.
3	Route 3 Frequency	\$195,648	High potential ridership increase from 30-minute to 20-minute service; connecting residential with NAU and downtown.
4	Route 66 Frequency	\$199,136	Increased from 30-minute to 20-minute service could attract new riders but unlikely at rate of routes 3 and 5 above.
5	Milton Frequency Airport (including Ponderosa Trails) BRT	\$755,040 \$1,635,764	Ranked after 5-Year Plan frequency improvements, as it's a combination of coverage and frequency. Partner funding for the airport could adjust prioritization.
6	11pm span smoothing with Late Night On-Demand	\$384,630	Late night service is the number 2 request from the community after greater frequency.
7	Saturday Service	\$589,455	Weekend service improvements are the next most commonly asked for improvement. This is considered a frequency increase.
8	University Heights On-Demand	\$298,267	Lower ranking priority as this is a coverage improvement.
9	Country Club On-Demand	\$380,535	Lower ranking priority as this is a coverage improvement.
10	Regional Services	Unknown	Service requests through Regional Policy – initiated from other communities/partners.
Total Operating Costs		\$4,173,965	

+ \$0.0015

For reference, the current transit tax rate is \$0.00295, or 29.5 cents on a \$100 purchase. Pre-pandemic FY2019 transit tax revenue was \$5,819,983. Additional transit service cannot be supported by these existing revenues, as Mountain Line fully allocates its current revenues to existing services and current capital needs.

Building out Mountain Line's 2019 Service Prioritization Plan will cost \$4.17 million annually in operations and \$45 million in capital at today's costs. Assuming an 80% match for capital projects, the local share would be \$9 million for capital projects.

Failed Proposition 421 in 2018 identified a \$0.0015 sales tax added to the current transit tax. With a \$0.0015 tax increase, Mountain Line could achieve projects 1-6 above, but still need a source of local funds for capital projects. Doubling the current tax for a total rate of \$0.0059 expects to cover all proposed costs. Currently the City sales tax is 9.181% excluding the 2% BBB tax.

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MOUNTAIN LINE MEMORANDUM

DATE: April 21, 2021
TO: Honorable Chair and Members of the Board
FROM: Kate Morley, Deputy General Manager
SUBJECT: Update on General Consulting Services Contract

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. This report is to provide the NAIPTA Board with a quarterly update on that contract.

Progress on AECOM FY2021 Task Orders:

- Task Order #6: BRT Project Development
 - With the March Board decision to pause the BRT, AECOM is working on closeout documents. One final bill is anticipated.
- Task Order #8: DCC to 30% Plans
 - AECOM has kicked off this plan and is working on finalizing overall site design and programming. Completion of their work is expected in October 2021.
- Task Order #11: Bus Stop Amenities (survey/design)
 - There are no projects under this task order at this time.
- Task Order #13: Initiation of Work / Program Management
 - There are no projects under this task order at this time.
- Task Order #14: Kaspar intersection Project Management including Transit Signal Priority (TSP) subtask
 - AECOM is coordinating with Mountain Line and the City to develop an Intergovernmental Agreement to outline roles and responsibilities in the implementation of TSP as well as scope of work for procurement. AECOM will also oversee construction of the Kaspar Intersection. This project is on target.





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Task	Project Name	Start Date	End Date	Source Funds	FY2021 Value	Status Update
#6	Bus Rapid Transit (BRT) and Ridership Projections	July 2018	Fall 2021	5307/39	\$1,240,548	Closing out based on March BOD decision
#8	DCC Selection, Design & Preliminary Engineering	July 2018	October 2021	5307/39	\$1,151,264	Concept approval from City pending before 30% plan development
#11	Bus Stop Amenities (survey/design)	On-going		5310/Local	\$50,000	TBD
#13	Initiation of Work / Program Management	On-going		Varies	\$43,187	On-going
#14	Kaspar Intersection Project Management	October 2019	Nov. 2021	5307/39	\$193,150	Construction management set to begin in April. TSP work underway
Total					\$2,678,149	

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MOUNTAIN LINE MEMORANDUM

DATE: April 21, 2021

TO: Honorable Chair and Members of the Board

FROM: James Wagner, Operations Director

SUBJECT: New Paratransit Van Delivery

On March 16, 2021 Mountain Line took delivery of two new Champion LF Transport vehicles as replacement for two end-of-life paratransit fleet vehicles. Staff selected these vehicles because of the Low floor design, offering our customers an efficient and safer boarding procedure.

The vehicles feature a wide body design allowing mobility devices to maneuver more efficiently, three wheelchair securement stations, 11 seated capacity, operator barrier door, and interior and exterior cameras including backup camera for added safety.

Purchasing the replacement vehicles was approved by the Mountain Line Board of Directors in February 2020 and the purchase utilized a 5339 capital grant award matched by City of Flagstaff transit tax



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MOUNTAIN LINE MEMORANDUM

DATE: April 21, 2021
TO: Chair and Members of the Board
FROM: Heather Dalmolin, CEO and General Manager
SUBJECT: Current Events

The monthly Transit Voice is available with highlights of news to know, job well done, note-worthy events, and updates on projects. Some of these were also noted in the Mountain Line Minute.

COVID-19 Updates

- About 70% of staff are scheduled for or have received the first shot. Staff absenteeism related to COVID has become almost non-existent although we have had some absences related to vaccine reaction.
- We conducted an anonymous survey to determine if employees plan to get vaccinated, and if not, their reasons for making this choice. We thought we might be able to work with Dr. Anne Newland at North Country HealthCare to record a video message addressing employee concerns; however, only had 6 of 26 participate and 4 of those were already scheduled to get the vaccine.
- While we continue to see compliance from our riders when asked to wear a mask, we are distributing about 500 masks a week due to riders who don't have a mask with them.

Operations

- Four new trainees started on March 29. With these staff, we have 47 of 53 fulltime operator positions filled, with 3 staff in variable positions that can work up to fulltime status right now.
- We have begun the recruitment process for a new position, Maintenance Manager. This position replaces two vacant manager positions, Fleet Manager and Facilities Manager, and aligns our maintenance programs into one division within the Operations Division.

Partnerships and Outreach

- We have installed several electric vehicle charging stations in partnership with APS. APS paid for installation and equipment. We have decided to offer this as a benefit to our employees and guests in this initial phase.
- We are working with AzTA to watch SCR 1024, that is headed to the House Rules Committee and Caucus. The bill could require ballot questions regarding taxes to receive two-thirds of votes to gain approval; currently a majority of votes is required. This bill is subject to voter approval. If passed, it may make new transit tax initiatives and renewals more challenging. Our current tax expires in 2030.
- Staff attended the MetroPlan Strategic Advance to advance regional partnerships and approach. We are excited to be at the table for the important discussions about priorities for the MPO region.

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Finance, Compliance, and Procurement

- We submitted funding requests to Congressman O'Halleran's and Senator Kelly's offices. We learned late last week that Congressman O'Halleran has not funded any of our requests. A response from Senator Kelly is pending. We are grateful to staff at our partner agencies and the Alliance for quickly ushering through support letters.
- As mentioned in this and prior meetings, we have received confirmation from our auditor that there are no anticipated findings or deficiencies related to our FY2020 audit, including the Single Entity Federal Award audit. I want to recognize Lauree Battice; her leadership in our finance division and oversight of our procedures is instrumental to now 2 consecutive financial audits with no findings or deficiencies. It can be challenging to test to ensure all processes are followed, but Lauree and her Team work hard to keep us in line. Great job team administrative team: Lauree, Josh, Danelle, Lynn, Heather, Lisa, and Tamara.

Employees and Morale

- Anniversaries (March and April):

Lynn Hill	HR Specialist	11 years
Bizzy Collins	Transit Planner	2 years
Monica Greg	Operations Coordinator	7 years
Jaime Guardado	Transit Operator	14 years
Marcus Morris	Operations Supervisor	6 years
Herman Ramirez	Transit Operator	6 years
Blake Williams	Operations Supervisor	2 years
Jacki Lenner	Marketing and Communications Manager	9 years
Bernice Tullie	Operations Supervisor	22 years
Breanna Fimbres	Planning Intern	1 year
Kenneth Lesinski	Trainer	7 years
Teresa Sharon	Transit Operator	3 years
- Paul Reese will retire on April 30th after 7 years with Mountain Line. Paul has been a tremendous member of our team and we wish him the very best of luck in his next adventure.



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May: No TAC Meeting Board/TAC Joint Meeting is Wed, 5/19

ITEMS:	WHO & WHAT:
Safety Minute	
Third Quarter Revenue Report	Lauree - D/A
Budget Presentation	Lauree - D/A
Review Strategic Plan	GM Team - D/A
Flagstaff in Motion, A Community Transit Plan (5-Year Plan)	Bizzy/AECOM - D/A
Fare Update	Heather/Lauree-PR
Headquarters Master Plan	Anne - PR
Campus Bus Storage Update	Anne - PR
Workforce Utilization Report	Danelle - PR
Delegation of Authority Update - Agreements, Grants, and Procurements	Heather D - PR
Current Events	Heather D - PR
June/July/August Agenda Calendar	

June: TAC Meeting is Thurs, 6/3 Board Meeting is Wed, 6/16

ITEMS:	WHO & WHAT:
Safety Minute	
Mobility On-Demand Microtransit Demo (Close Public Comment Period)	Estella - D/A
FY2022 Budget Approval	Lauree - D/A
Low Income Donation Distribution Plan	Lauree - D/A
Election of Officers	Rhonda - D/A
Review Meeting Calendar	Rhonda - D/A
EEO Program Review	Danelle - D/A
DBE Program and Goal	Heather H - D/A
Fare Capping	Heather D - D/A
Residential/Peer City EcoPASS Discussion	Kate/Estella - D/A
Mobile Ticketing	Jacki /Jon - D/A
Service to Medical Center	Kate - D/A
Procurement Resolution	Heather D - C
Grant Resolution	Heather D - C
AECOM Task Order Approval	Kate - C
Line of Credit	Lauree - C
General Liability Insurance Renewals	Sam - C
Personnel Policy Manual Updates	Danelle - C
Delegation of Authority Update - Agreements, Grants, and Procurements	Heather D - PR
Current Events	Heather D - PR
July/August/September Agenda Calendar	